

# Business Communication

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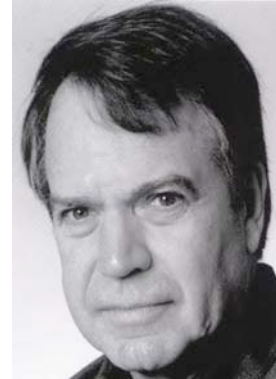
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Martin Books have a combined range of more than 100 books, CD ROMs and Training Facilitators Manuals available, covering areas of business such as Administration, Planning, Finance, Human Resources, Management, Marketing, Sales and Small Business.

We also have a Training Facilitators Manual available for a training course titled STARTING A NEW BUSINESS. Our books are distributed and published in three languages in a number of overseas countries.

## **Introduction**

This publication was originally written as a text for a business communication course and has subsequently been expanded. It sets out to explain some business communication issues and hopefully assist in making you a better communicator, both at work and in your personal life.

For business success the ability to communicate at different levels, by a variety of methods, to peers and superiors, sideways to your counterparts and downward to people you are supervising is essential.

ABC television produced a documentary recently which detailed the events and deals surrounding numerous failed entrepreneurs. Despite their failings their ability to communicate (and at one time influence others) stood out.

Communication in business is a far more complex subject than is generally acknowledged. Many people in business flippantly talk about 'communication problems', without even stopping to realise the implications of what they have said.

Everybody has their favourite communication story, usually one that casts the people involved in a bad light.

One of our favourites concerns two executive directors of a company who made a point of working at opposite ends of the same building. When a meeting between them was necessary an appointment was arranged, invariably some days into the future!

On a personal level many people enjoy observing patrons dining at restaurants and picking 'the married ones' - those who are not talking to each other and gazing into space.

It is gratifying to record that this book is used a training handbook by a number of organisations.

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We also have a detailed training course available on this subject.

Your comments and suggestions are welcome.

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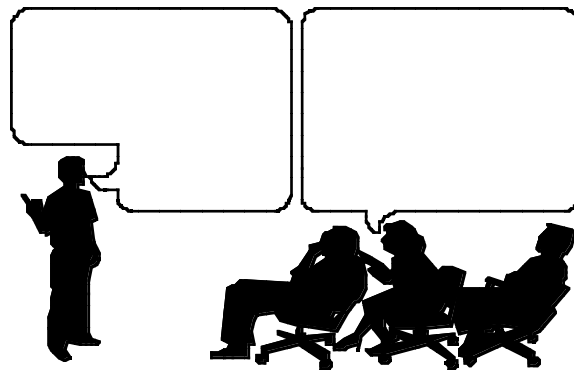
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1

What is Communication?

# Communication



**The word communication is derived from the Latin word *communis*, meaning common.**

Thus when you communicate, you are trying to establish a commonality with another person.

It is generally accepted that:

- 55 percent of a negotiator's (communicator's) message is perceived non verbally.
- Only, 7 percent depends on what is said.
- And, 38 percent depends on how it is said

Understanding the differences in business communication makes for a more productive, harmonious workplace.

People communicate in different ways.

Another style is not wrong - it is just different.

Men and women can profit enormously by learning to understand what is happening between them.



## **Oral (verbal) communication**

Oral communication is an easy and often informal method of communicating with people at all levels, both in your personal life and in business. Reporting orally/verbally is far less formal than a letter or written report.

Oral communication can be informal or formal, and involves person to person contact at many different levels of business, and is a very common every day occurrence. It involves listening as well as talking.

Formal oral communication can involve interviews, evaluations, reports, lectures, speeches and presentations to a single person, groups of people or meetings. A problem with oral communication can be people suffering from blocked minds.

### **SOME ASPECTS OF ORAL COMMUNICATION**

- Confidence
- Thoroughness
- At ease - relaxed and comfortable
- The mind set of both parties
- Body language and signals
- Tone of voice
- Empathy
- Sincerity
- Friendliness
- Approachability
- Appearance and grooming
- Gestures and facial expressions
- Patience
- Use of visual aids

### **Communication can be non-verbal, by using visual aids, including:**

- Graphics
- Overheads
- Inspections
- Videos
- Demonstrations
- Testimonials
- email
- Brochures
- Samples of products
- Visits
- Photos
- Letters
- Computers
- Internet

## **Communication**

### **VISUAL - VERBAL - TACTILE**

**People communicate, think and remember by using a number of prompts, which may be visual, verbal, or tactile.**

#### **TACTILE**

Thinkers think and remember best when memory is based on actual experiences and prefer active, hands on learning in preference to being shown. They use people's feelings and actions as a basis for analysing communication, as well as appreciating other people's point of view.

In a literal sense, something that is 'tactile' can be physically touched - it is tangible. In a marketing sense tactile products are those which encourage involvement and this type of product can be very effective in generating responses.

Examples of tactile products include scratch off panels, pull out tabs and pop ups. Even creative folds in brochures that force the reader to open them in a slightly different way are tactile devices.

#### **VERBAL**

Thinkers remember in words, sounds and numbers, so usually find it easy to put words on paper - they like to discuss ideas in their minds before communicating. They are good at grammar and punctuation and usually spell well, though their written messages are often too long.

#### **VISUAL**

Thinkers remember most clearly in images and pictures and are often described as having photographic memories, and may also use colourful, descriptive language.

Further, they are attracted to pages with strong eye appeal and open space and shun reading dull and cluttered pages.

#### **A communication exercise**

- ☐ Think about a recent important meeting in your work environment.
- ☐ Try and recall the meeting in detail, using visual, tactile and verbal cues.
- ☐ What can you recall about the people, the mood of the meeting, the colours, the clothes people wore, some of the messages, some of the outcomes?
- ☐ What were the seating arrangements?
- ☐ What were your own feelings and emotions at the time?
- ☐ What was important about this meeting?
- ☐ Who was the dominant person at the meeting?
- ☐ What lasting effects did the meeting have?
- ☐ What do these memories of the meeting suggest to you in terms of your aural-visual-tactile memory style?

## **Face to face communication**

### **ACTIVE LISTENING**

- Know why you are listening.
- Listen with your whole body.
- Give feedback and respond to the other person.
- Show empathy.
- Encourage the other person.
- Forget about talking while you are listening.
- Match your mood to the other person's mood.
- Listen to the whole message.
- Put the other person at ease, then relax yourself.
- Look for positive points.

### **SOME OF THE THINGS THAT LIMIT LISTENING**

- Interrupting.
- Letting emotions control your listening.
- Selective hearing.
- Inadequate background knowledge.
- Letting anxiety sway what you hear.

### **The BENEFITS of ACTIVE LISTENING**

- You enjoy two way benefits. When people notice how well you listen to them, they usually reciprocate and try to understand you better.
- Relationships within a group improve.
- Members develop a more positive attitude towards each other, so personal support and teamwork is strengthened.
- Friendships develop and deepen.
- People encouraged by your active listening skills often discover solutions to their own problems.
- The opportunity to talk about things in depth - or just the chance to put a problem into words - is all they need to see the issue in its proper perspective.
- You get on better with people.
- Disagreements are more easily settled when people listen to each other.
- Active listening combined with empathy makes it easier to solve problems or at least reach a compromise.
- You can find out not only what people are saying, but why they are saying it.
- You acquire vital information and discover more about what is really going on.

## Communication and Personal Appeal

Your power of persuasion depends on how much people accept you as a credible communicator and will be strongly influenced by various facets of your personality.

**KNOWLEDGE.** The more credibility you project, and the more you appear to be an expert, backed by qualifications and training, the easier it is to be persuasive in your field, and even on matters indirectly related to your field of expertise. Formal titles before your name will often project even more credibility than is really the case. Some examples - 'Sir', 'Professor', 'Doctor'.

**SPEECH and VOICE.** Accent, clarity, diction and pronunciation of your verbal message will have a persuasive effect on the person you are addressing. The ability to talk the same technical language or being able to convince the other person in relation to technical matters is important.

A computer sales person often finds it very difficult to communicate with a person looking to purchase their first computer.

**APPEARANCE.** Dress that is appropriate to your target audience can be very persuasive. Some examples are dressing as your banker does when meeting with him, a builder dressing as a customer expects a builder to dress when discussing an addition on site, and a speaker at a seminar would need to be dressed to meet the expectations of the audience.

**RELATIONSHIPS.** Can you build a relationship with the people you are trying to persuade? Can they trust you? Do they like you? If you can develop an affinity with the people you are trying to persuade, and they have shared interests (sporting, motoring, etc.) with you this can be of immense benefit.

**SELF CONFIDENCE and SINCERITY.** If you appear to know what you are doing and have a reputation for sincerity, you will be far more persuasive than those who appear hesitant. Showing a genuine personal interest in others will add to your persuasiveness. Conversely overacting and exaggeration will project insincerity. The way you use body language and signs and symbols can project confidence.

**ALLOCATING PRAISE.** Your ability to send messages of thanks, appreciation and praise for co-operation can set the scene for future agreement. People who find it difficult to allocate praise, usually have difficulty with persuasion. In many cases these same people are quick to criticise and have to find other less effective methods to praise and motivate.

### GRACE UNDER PRESSURE

Can you meet deadlines, perform, handle competition, rivals, manage to produce results under pressure while maintaining your poise and presence and represent your organisation in its best light all at the same time?

## **Communication and Co-operation**

### **The ethics of co-operation**

The more skilled you are at communicating, the more often jobs will be done properly and finished on time.

In business terms you are a good manager, leader or organiser because you use persuasive communication to create co-operation.

Ethical persuasion should respect the rights, goals and emotions of everyone concerned. Creating co-operation should not involve the overriding of people's needs and getting whatever you want at any cost.

### **Consider these questions:**

- A team leader wants their group to accept a new roster. The leader knows the new system will benefit all concerned, but to begin with nobody will agree. How far should the leader use powers of persuasion to make the group co-operate and accept the plan?
- Is it fair to use your skills as a communicator to persuade people to co-operate by paying their accounts on time?
- Is it fair to use the same skills to sell cosmetics at a party plan function to someone who has little need for the product and cannot afford it?
- Sometimes people who have your best interests at heart try to stop you doing something that could get you into trouble. How far should they go in using persuasion to prevent you doing it?

### **WHY DON'T PEOPLE CO-OPERATE?**

**Different goals.** If people have goals that differ from yours or even if they think their goals are different, they will oppose you. One way of building co-operation and agreement is by logical reasoning.

### **Indirect opposition**

Some people will resist or reject your requests without offering any clear reason or suggesting an alternative. They may be upset just because you and they do not agree, which makes it harder for them to co-operate. Persuasion based on sentiment or emotional appeal can help overcome this type of opposition.

### **Justifiable opposition**

On some occasions people will have valid reasons for failure to co-operate. It is vital that you discover these reasons: if they are justifiable, you may be the one co-operating.

### **Unjustified opposition**

Some people have selfish or unfair reasons for their unwillingness to co-operate. They are not interested in what you want.

## **Interpersonal Communication**

**There are four widely recognised and accepted styles of interpersonal communication.**

- 1. Aggression**
- 2. Passivity**
- 3. Manipulativeness**
- 4. Assertiveness**

It is usually accepted that the first three styles are flawed.

They are :

- ☐ ineffective
- ☐ stressful
- ☐ counterproductive

The most effective way to interact with other people is to adapt and use an assertive style.

Some assertive openings could be:

- ☐ When you.....
- ☐ We are unable to....
- ☐ ....and I feel ...
- ☐ Would you....
- ☐ This would mean....
- ☐ I would feel....
- ☐ What do you think?

### **Noise**

**From the persistence of noise,  
comes the insistence of rage,  
from the emergence of tone comes,  
the divergence of thought,  
from the enlightenment of music,  
comes the wisdom of silence.**

## A Communication Model

The word **communication** is derived from the Latin word **communis**, meaning common. Thus when you communicate, you are trying to establish a commonality with another person. By using verbal or non verbal symbols you can send your message through a channel to a receiver, in an effort to share information.

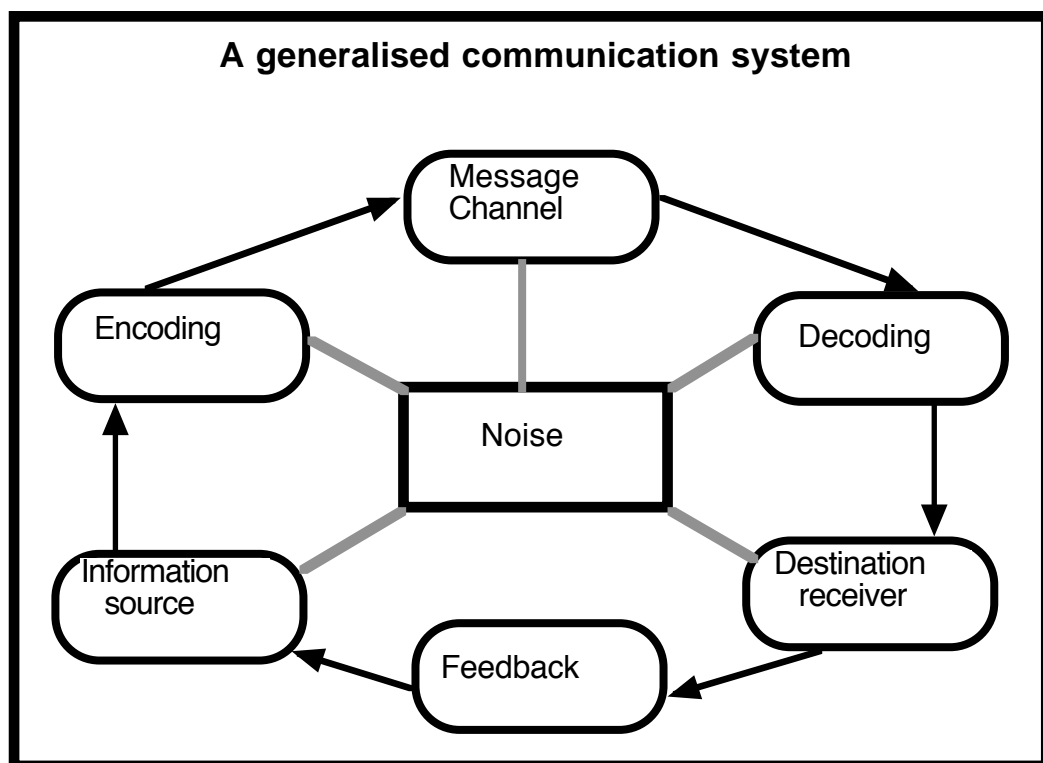
The communication process requires just four elements:

1. a message
2. a source of this message
3. a communication channel
4. a receiver

In the real world of trade and commerce, additional elements apply though. The information that you want to share needs to be **encoded** into transmittable form, **transmitted**, and then **decoded** by the receiver.

A further element which comes into play is noise, which is anything that tends to distort the message at any stage in the system. The final element in the process is feedback, which tells the sender whether the message was received and how it was perceived by the target. The feedback is also the basis for planning.

The sender learns how the communication may be improved by determining how well the message was received.



## Some Communication Terms

**AIDA** a term used in sales and marketing - getting the **Attention, Interest, Desire, Action**, of a prospect.

**Argument** reason advanced for or against a proposition.

**Audio visual aids** use of special aids in making a presentation.

**Bar graph** a chart used to show variations or comparisons using bars to illustrate the various references.

**Bibliography** a list of books of any author, printer, country, subject. Often found in business publications.

**Billboards** large sign with an advertising message displayed on it.

**Business letter** written communication used by organisations when corresponding with customers or clients.

**Clarity in writing** clearness of written communication so it can be easily understood without misunderstanding.

**Conciseness; brief**, giving much information in a few words.

**Decoding** deciphering and trying to understand the meaning of a message from another person.

**Deductive thinking** is the process of forming a conclusion in advance from at least two pieces of information.

**Direct mail** use of letters or similar to send an advertising message to a prospect.

**Downward communication** advising, informing, directing requests for aid or instructions to subordinates, or providing subordinate organisational members with information on goals and policies.

**Empathy** the ability to identify oneself mentally with a person or thing and so understand their feelings or its meanings.

**Encoding** a process in the communication model - putting the ideas into a message.

**Feedback** receiving information back from a person with whom you are trying to communicate.

**Fog Index** a device to measure of the readability of a piece of business communication, taking into account, the percentage of difficult words and the length of the sentences.

**Goodwill letters** letters used to build a positive, friendly, on going relationship with clients (or suppliers) and which will help establish long term relationships towards the organisation sending them.

**Graphic presentation** using graphics in communicating.

**Inductive thinking** a reasoning process - generalisation, principles and even laws are derived by tying together a number of separate facts or observations.

**Interference;** things and obstacles preventing clear reception or communication.

**Listening tangents** mentally going off on a series of tangents initiated by something the speaker has said.



**Memos; (memorandum)** a note or record of events written as a reminder for further use. An informal written communication from one person to another in an office or organisation.

**Motivation** inducing a person to act.

**Perception** intuitive recognition (of truth, aesthetic quality, etc.)

**Persuasion** act of convincing someone to do something to a satisfactory standard.

**Pie chart** as the name implies, the pie chart shows the whole of the information being studied as a pie. Commonly used for comparison of percentages.

**Performance review** a measuring tool to determine the effectiveness of a person or organisation, which might include consideration of ethical, financial and human resources, and many other issues.

**Readability** the measure of written communication as to its interest and clarity.

**Sales letters** letters written with the clear intention of making a sale or obtaining a commitment from the prospect.

**Syllogisms** form of reasoning consisting of two premises from which a conclusion is drawn. A syllogism always consists of three parts - a major premise, a minor premise and a conclusion.

**Tense** any of the forms of a verb that indicate the time of action - past, present, future.

## **SOME NEW-MILLENNIUM COMMUNICATION TERMS**

**Assmosis** The process by which some people seem to absorb success and advancement by kissing up to the boss.

**Blamestorming** Sitting in a group discussing why a deadline was missed or a project failed and who was responsible.

**Seagull manager** A manager who flies in, makes a lot of noise, shits over everything, then leaves.

**CLM** Career-limiting move, a phrase used by microsers to describe ill-advised activity. Trashing your boss while they are within earshot is a serious CLM.

**Adminisphere** The rarified organisational layers beginning just above the rank and file. Decisions that fall from the Adminisphere are often profoundly inappropriate or irrelevant to the problems that they were designed to solve.

**Ohnosecond** That minuscule fraction of time in which you realise that you have just made a *big* mistake.

**Percussive maintenance** The fine art of whacking the stuffing out of an electronic device to get it to work again.

**Prairie dogging** When someone yells or drops something loudly in a 'cube farm' (an office full of cubicles) and dozens of heads pop up over the walls to see what is going on.

## Communication Styles

**Analytical communicators**, think in a logical, lineal manner, often with verbal emphasis. They are good speechmakers and report writers.

**Assertive, Aggressive, Manipulative and Competitive** communication styles are strong forms of communicating and both have their place in business, particularly when you are negotiating, bargaining or defending your position against aggressive or manipulative communication.

**Creative - intuitive communicators**, are imaginative, forward thinking, and like working on new and original projects. They see the broad picture clearly, but may miss small details.

**Decisive communicators**, prefer to base decisions on immediate evidence, expert opinions or even intuition, rather than lengthy debate. Once their decision is made they will resist attempts to change it.

**Feeling communicators**, are orientated towards people, and are more sensitive to other people's feelings.

**Flexible communicators**, like to leave themselves in a position where they can move freely to meet differing situations, with the advantage of keeping their options open.

**Formal and Informal** The level of formality affects the relationship between sender and receiver. It is particularly important when you are using written rather than spoken communication. In business organisations, a distinction is also drawn between formal and informal communication channels.

**Open and Closed** Closed communication styles are impersonal and are used (intentionally or unconsciously), to keep people at a distance. Open communication is based on mutual trust, honesty and respect.

**Outgoing communicators**, work well in groups or teams, and like to talk to people and participate.

**Polishing style** Of the many different combinations possible between lineal and lateral thinking, aural, visual and tactile remembering and the other styles, one in particular is of special interest. A lateral-creative, intuitive thinker who is also a flexible communicator will exhibit an overall communication activity known as 'polishing'.

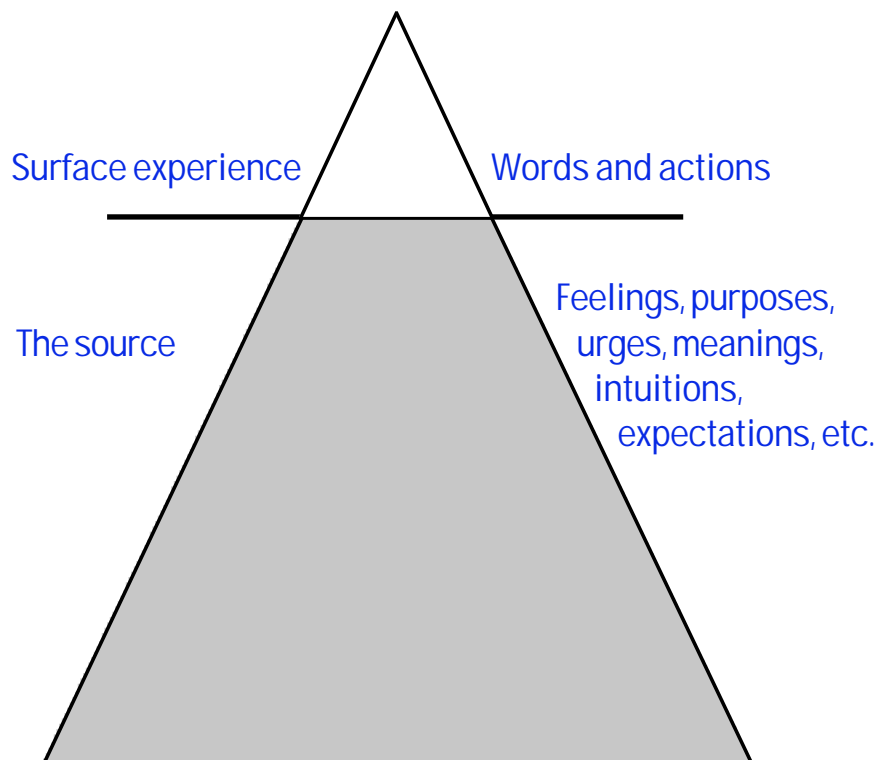
**Self contained communicators**, like to think through problems before doing something about it, and are happy to work on their own.

**Specific fact communicators**, look for accuracy and detailed logical reasoning, and are inclined to believe numbers rather than words.

## The Communication Pyramid

The pyramid of communications shows how every message is interpreted through a complex network of attitudes, beliefs, prejudices, assumptions, ideas, associations, emotions and memories.

The Pareto principle can often apply to communication, as well as many other aspects of business, with up to 80% of a message being contributed by the receiver of the message.



The meanings we attach to messages represent the sum total of our experiences, social and cultural background, level of education, specialist knowledge, biases, prejudices and our emotional state at the moment the information is received.

This means that the same communication presented to a hundred different people may be interpreted by them in a hundred subtly different ways.

In many instances if you showed the same message to the same people a day later, their interpretation could be different.

### **Some euphemistic translations**

Business speak for the new millennium (For those who call a spade a spoon)

Alternative body image, person with an	An obese person
Charm free	Boring
Cerebrally challenged	Stupid
Consensual monogamy	Exchanging sex partners
Cosmetically different	Ugly
Corporate recovery services specialist	Bankruptcy accountant
Corporate downsizing	Retrenching workers
Corporate right sizing	Firing large numbers of workers
Differently abled	Physically or mentally disabled
Dipstick	Originally a device for measuring oil levels
Equity retreat	Stock market crash
Experientially enhanced	Old
Fop, a	Someone whose coat and trousers match
Funding, lack of	Excuse for most forms of inaction
Gross national product	Politician's measure of economic welfare
Geographical mobility will be encouraged	Extended country sales calls needed
Market adjustment	Fall in stock market
Member of the career-offender cartel	Mafia member
Member of the mutant albino generic-regressive global minority	White person
Motivationally deficient	Lazy
Non discretionary fragrance	Body odour
Persons representing themselves as a commodity allotments within a business doctrine	Prostitutes
Persons with difficult to meet needs	Serial killers
Revisiting a site	Bombing a site previously bombed
Service users	Recipients of government benefits
Servicing a target	Bombing somewhere to ruins
STD	Once a form of telephone communication
Severely euphemised	Disabled
Spend more time with my family (liberal)	Have accepted a board position
Spend more time with my family ( socialist)	Have accepted a media position
Statutory senility	Retirement age
Terminally inconvenienced	Dead
Vertically challenged	Short

## **Communication with the public**



### **TYPES OF PUBLIC COMMUNICATION**

- ☐ Public relations
- ☐ Publicity
- ☐ Client Quality Service programs directed at the consumer
- ☐ Media advertising
- ☐ Direct mail and leaflet / flyer advertising
- ☐ Promotions
- ☐ Displays
- ☐ Sponsorships
- ☐ Press Releases
- ☐ Conferences
- ☐ Letters, invoices, accounts and other documents
- ☐ Sales presentations
- ☐ Telephone conversations
- ☐ Speeches and addresses to meetings
- ☐ Posters
- ☐ Signage

## Communication with the public

1. **Clarify your ideas before communicating.** The more systematically we analyse the problem or idea to be communicated, the clearer it becomes.
2. **Examine the true purpose of each communication.** Before you communicate, ask yourself what you really want to accomplish with your message - obtain information, initiate action, change another person's attitude? Identify your most important goal and then adapt your language, tone and total approach to serve that specific objective.
3. **Consider the total physical and human setting whenever you communicate.**  
Meaning and intent are conveyed by more than words alone. Consider, for example, your sense of timing, i.e. the circumstances under which you make an announcement or render a decision; the physical setting - whether you communicate in private or otherwise. The social climate that pervades work relationships within the organisation and sets the tone of its communications. Custom and best practice - the degree to which your communication conforms to - or departs from, the expectations of your audience.
4. **Consult with others, where appropriate, in planning communications.** Such consultation often helps to lend additional insight and objectivity to your message.
5. **Be mindful, while you communicate, of overtones as well as the basic content of your message.** Your tone of voice, expression, apparent receptiveness to others - all have tremendous impact on those you wish to reach.
6. **Take the opportunity, when it arises, to convey something of help or value to the receiver.** Consideration of the other person's interest and needs - the habit of trying to look at things from their point of view - will frequently point out opportunities to convey something of immediate benefit or long range value to them.
7. **Follow up your communication.** This can be done by asking questions, by encouraging the receiver to express their actions, by follow up contacts, by subsequent review of performance. Ensure that every important communication has a feedback for complete understanding.
8. **Communicate for tomorrow as well as today.** While communications may be aimed primarily at meeting the demands of an immediate situation, they must be planned with the past in mind if they are to maintain consistency in the receiver's view; but, most important of all, they must be consistent with long term interests and goals.
9. **Be sure your actions support your communications.** The most persuasive kind of communication is not what you say but what you do. This means good supervisory practices, such as clear assignment of responsibility and authority, fair rewards for effort, and sound policy enforcement, serve to communicate better than all the gifts of oratory.
10. **Seek not only to be understood but to understand - be a good listener.** When we start talking we often cease to listen. Listening involves concentration on the explicit meanings as well as implicit meanings of unspoken words and undertones that may be far more significant.

## **Self Image and communication**

### **How do you see yourself?**

**Many people may appear to be confident and self assured in public but privately feel uncertain and / or insecure.**

The natural tendency is for people to conceal this and to try and maintain their strong public image. This tends to create conflict in communication, as many of their messages will be aimed at masking the poor self image and boosting the projected one.

Some people may perceive themselves in a negative way, over emphasising weaknesses and ignoring positive personal qualities.

Negative messages from tutors, parents or associates will reinforce this. Such a person will often refuse a promotion if it is offered. Others may see them as extremely capable, but their own self image is lacking.

A way of communicating with this type of person is to empathise with them, reinforcing their positive attributes and helping them recognise their self imposed barriers.

### **PROJECTED IMAGE**

How people want to appear to others or think they should appear to others.

### **SELF IMAGE**

How people see themselves.

Often they will try to keep this view hidden from others.

### **EXTERNAL IMAGE**

How people appear in the eyes of others - which is not always an accurate picture.

### **UNKNOWN PERCEPTIONS**

To others and unknown to the individual

Hidden potential or abilities.

Undiscovered talents or faults.

**A person's projected image is governed by the desire to look good to others.**

**People will react very strongly if your communication with them or about them threatens to downgrade their projected image.**

## **Attitudes and Communication**

Lifestyle, personal and family or ethnic backgrounds, play an important role in shaping beliefs and attitudes.

People should never underestimate the value of positive thinking and the power of positive attitudes. A person with a negative outlook on life will be influenced by this negative attitude in most aspects of communication and relationships with others.

Many males do not openly express negative attitudes towards women working in business organisations, especially in positions of responsibility, but they convey their negative outlooks in non-verbal communication and actions.

Communicating with this sample male person can be extremely difficult for the sample woman in this case, and there is a strong possibility of the male's negativeness making the female very angry.

By using empathy, the female in a case such as this can tune into the male, even though she is not comfortable with his views. By stressing her own positive attitudes, in time she may get through.

In the case of people who have a positive outlook and attitude toward an organisation like the armed forces for instance, reflecting their personal beliefs and values - this will show in a favourable way when they talk about the armed forces, even if those around them have a negative view.

### **Both positive and negative attitudes are contagious**



## Communication and Image

<b>SELF IMAGE</b> <i>I think I really am</i>	<b>PROJECTED IMAGE</b> <i>I want others to see</i>	<b>EXTERNAL IMAGE</b> <i>Others actually see</i>
<ul style="list-style-type: none"> <li>• A person who exerts major control and influence</li> <li>• Struggling with some personal relationships at work</li> <li>• A person who has to work twice as hard as everyone else to be certain of success</li> <li>• Struggling entrepreneur</li> <li>• Discount retailer</li> <li>• A wonderful manager</li> <li>• Struggling to be an effective manager</li> <li>• A person who is unusually unlucky and misses out on things that come easily to others</li> <li>• A person who is not valued or appreciated nearly as much as I would like</li> </ul>	<p>A really important link in the company</p> <p>A high achiever</p> <p>A hard worker who can handle any given task</p> <p>Successful tycoon</p> <p>Market leader Price setter</p> <p>An unflappable doer</p> <p>A nice person and caring manager</p> <p>Someone who deserves extra help to make up for being so unlucky</p> <p>A valuable asset to my group, without whom they could not succeed</p>	<p>A bossy secretary with an inflated view of their own importance</p> <p>An abrasive manager</p> <p>A workaholic who pushes themselves twice as hard as necessary</p> <p>Battling to survive</p> <p>Alternate, secondary supplier</p> <p>An egotistical plodder</p> <p>An impotent manager who can't make decisions</p> <p>Someone who always complains about being unlucky to gain an advantage over others</p> <p>A person who tries to take all the credit for group efforts</p>

2

Business Communication

## **What is Business Communication?**

**Communication is a very skilful activity which has enabled our civilised society to develop as we know it today. Human beings communicate better than other life forms and as result dominate the planet, by being organised and being able to work together in groups and teams.**

**Communication in business is used to address issues such as:**

- ☐ **How**
- ☐ **What**
- ☐ **When**
- ☐ **Where**
- ☐ **Who**
- ☐ **Why**

**It is:**

- ☐ **Consulting**
- ☐ **Persuading and**
- ☐ **Convincing**

**Communication is about getting through and being understood.**

**Business communication skills cover many facets, such as Talking, Listening, Reading, Writing, Gesturing, Computing and Drawing, and can include:**

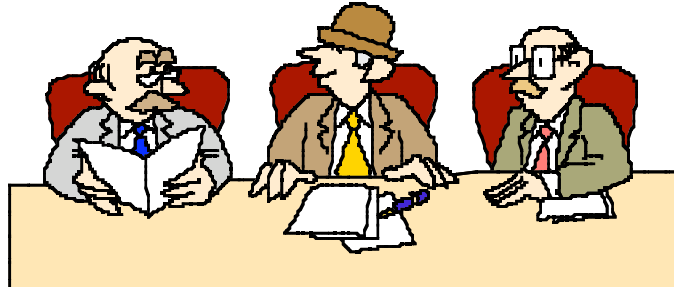
### **WRITTEN COMMUNICATION**

- ☐ Writing letters
- ☐ Writing reports

### **VERBAL COMMUNICATION - Talking and Listening**

- ☐ Effective meeting skills
- ☐ The ability to influence and persuade others
- ☐ Motivating others
- ☐ Listening
- ☐ Questioning
- ☐ Providing feedback to others
- ☐ Seeking out and listening to feedback about yourself
- ☐ Seeking out and processing information
- ☐ The ability to select appropriate methods of interfacing with others
- ☐ Selling and representing your work mates and work place to others
- ☐ Selling and representing your self to others
- ☐ Leadership skills - require communication.
- ☐ Being aware of and understanding non verbal behaviour-over 50 percent of a message is perceived non verbally.

## Organisational Communication



Organisations have complex communication systems, comprising people, in many large and small networks, both formal and informal.

The informal communication networks ('the grapevine') are often far more effective and efficient ways of passing information than structured formal channels.

'The grapevine' thrives on gossip, rumour and innuendo, and many people are skilled at using it as an effective tool and information system to communicate their own agenda.

**What we say and how we say it, affects other people and their feelings.**

**It indicates who has power - and who hasn't.**

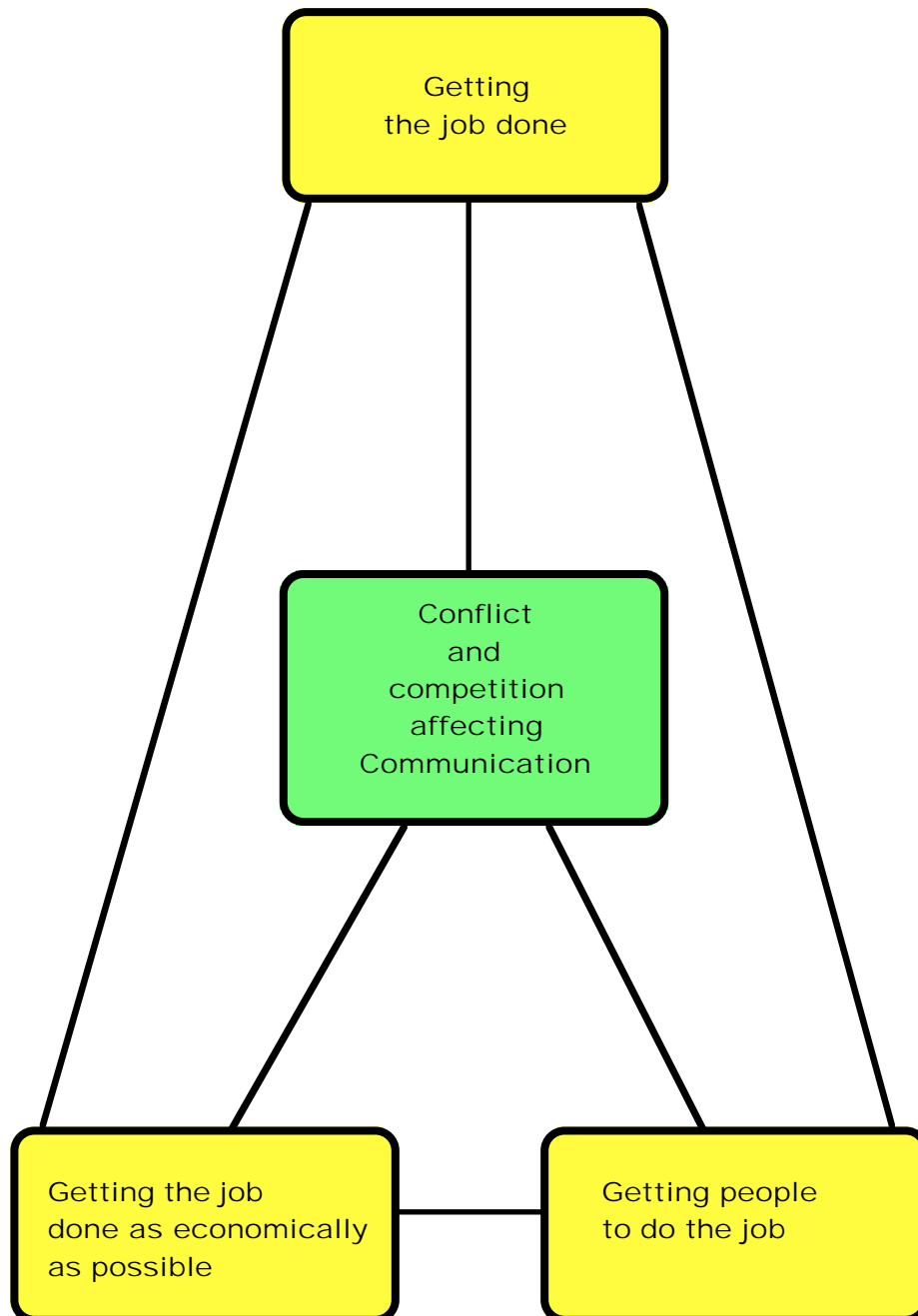
**ORGANISATIONAL COMMUNICATION** can be:

- ☐ Internal
- ☐ External
- ☐ Personal

**ORGANISATIONAL COMMUNICATION** can comprise:

- ☐ Orders
- ☐ Instructions
- ☐ Messages
- ☐ Letters
- ☐ Accounts, invoices, statements
- ☐ Presentations
- ☐ Advertising
- ☐ Publicity

## Communication and the Iron Triangle



## **Communication in a Business Organisation**

**Communication in a business organisation may involve:**

- Managers and workers,
- using direct Communication,
- co-ordinating using Communication,
- staffing using Communication,
- planning using Communication,
- controlling using Communication.

### **COMMUNICATION**

The word communication is derived from the Latin word communis, meaning common.

Thus when you communicate, you are trying to establish a commonality with another person.

#### **Communication is irreversible**

After you have said it, you cannot retract it!

#### **Communication is constant**

You cannot 'not communicate' - even silence speaks.

#### **Communication connects (or disconnects us)**

Communication creates a bonding, no matter how brief.

#### **Communication can always be improved.**

Even in the company of 'difficult people', with practice your confidence and communication can be improved.

## **The Australian Mind Set**

- Managers do not / will not convey high expectations of performance to their staff.
- If they are as good as the supervisor, the supervisor will seldom ask for more performance.
- Things are going well as they are - why change anything?
- Significant improvements with new systems or a new manager will reflect on the incumbents. Why risk that happening?
- Subordinates usually resist anything to do with new performance standards, which may highlight their shortcomings.
- The risk of failure - if we raise performance standards and fail to achieve them, what then?
- Perhaps we would have to really perform, and risk our jobs.
- Studies have shown the Australian work force to be:
  - Independent and egalitarian
  - Lacking in respect for heroes - the tall poppy syndrome
  - Healthily cynical
  - Better performers when laws and regulations are relaxed.

**An associate of ours regularly sends fax transmissions to Taiwan and Japan, often after 10pm to take advantage of the reduced charges. Invariably he receives a carefully considered reply the next day, often as early as 8.30am.**

**The same fax to his colleagues in Australia is often unanswered weeks later; seldom the next day.**

### **COMMUNICATION by LISTENING**

Listening takes more of our working day than anything else we do.

A recent study claims we spend around 70% of our time communicating.

A further break down of communication time in many organisations could be:

- WRITING     10 percent
- READING    15 percent
- TALKING     30 percent
- LISTENING   45 percent

If you have trouble coming to terms with these numbers, just refer back to when you were born - you were born with one mouth and two ears!

## My Job and Communication

This quick quiz should be done from memory, without reference to any outside prompts.

The most important areas of communication for me are:

- 1]
- 2]
- 3]
- 4]

The major communication outcomes required in my job are:

- 1]
- 2]
- 3]
- 4]

Communication targets which I am expected to meet are:

- 1]
- 2]
- 3]
- 4]

The most important people / departments for me to communicate / interact with are:

- 1]
- 2]
- 3]
- 4]

The individuals / groups I have direct communication authority with are:

- 1]
- 2]
- 3]

**For most people at work there is:**

- a communication role that *should* be performed
- a communication role that the person *thinks* they are performing
- and there is a communication role that they are *actually* performing



## 20 work related needs - a workers needs and requests

1. **Ability utilisation:** the chance to do something with my abilities.
2. **Achievement:** the feeling of accomplishing something at work.
3. **Activity:** the chance to be busy all the time.
4. **Advancement:** the chance for advancement.
5. **Authority:** the chance to tell other people what to do.
6. **Community service:** the chance to do things for other people.
7. **Company policies and practices:** the way company policies are put into place.
8. **Compensation:** the pay for the amount of work done.
9. **Co-workers:** the way co-workers get along with each other.
10. **Creativity:** the chance to try doing things my way.
11. **Ethical values:** the chance to do things that do not go against my conscience or ethics.
12. **Independence:** the chance to work without supervision.
13. **Recognition:** the praise for doing a good job.
14. **Responsibility:** the freedom to use my personal judgement.
15. **Security:** the provision of steady employment in my job.
16. **Social status:** the chance to be recognised in the community.
17. **Supervision - human relations:** the way the boss handles subordinates.
18. **Supervision - technical:** the competence of my supervisor in making decisions.
19. **Variety:** the chance to do different things from time to time.
20. **Working conditions:** the amount of comfort and safety on the job.

**Oscar Wilde said,**

*It is only about things that do not interest one, that one can give a really unbiased opinion, which is no doubt the reason why an unbiased opinion is absolutely useless.*

## Motivation and needs

<b>ORGANISATIONAL GENERAL FACTORS</b>	<b>NEED LEVELS</b>	<b>SPECIFIC FACTORS</b>
Growth Achievement Advancement	▲ <b>Self - actualisation</b> ▲	Challenging job Creativity Advancement at work Achievement in work
Recognition Status Self esteem Self respect	<b>Ego, Status, Esteem</b>	Job title Earn a pay rise Peer recognition The nature of work
Companionship Affection Friendship	<b>Social</b>	Quality of supervision Compatible work mates Professional friendships
Safety Security Competence General wage increases Stability	<b>Safety and security</b>	Safe work conditions Fringe benefits Job security
Air Food Shelter Sex	<b>Psychological</b>	Heat and air conditioning Base salary Canteen Working conditions

### WHAT CAUSES WORK

#### DISSATISFACTION

#### SATISFACTION

	Achievement
	Recognition
	Work itself
	Responsibility
	Advancement
	Growth
Company policy	
Company administration	
Supervision	
Relationship with supervisor	
Work conditions	
Wages	
Relationship with peers	
Personal life	
Relationship with subordinates	
Status	
Security	

*Items are listed in order of importance, from the top*

## **Morale**

### **Does your workplace suffer morale problems?**

#### **Some common and often overlooked signs of morale problems:**

- Poor and uncooperative attitudes
- Lack of enthusiasm
- Lack of commitment
- 'Them and us' mentality
- Nit picking and fault finding
- High, and growing levels of complaints
- Absenteeism
- Negativity
- General tardiness
- Poor appearance of the work place
- Lack of discipline
- Long, sour faces
- Staff openly discussing their discontent and grievances

#### **WHAT CAUSES LOW MORALE?**

*Some common (and often easily rectified) causes:*

- ☐ Inaccessible management
- ☐ Poor communication
- ☐ Unrealistic goals
- ☐ Hard to understand goals
- ☐ Aloof management
- ☐ Poor leadership by management
- ☐ Lack of coaching by management
- ☐ Bloated hierarchy (or workers think so)
- ☐ Poor job placement
- ☐ Poor work environment
- ☐ No room for promotion or advancement
- ☐ Lack of understanding of job responsibilities

#### **THE HIGH MORALE ENVIRONMENT**

- ☐ Interesting work
- ☐ Innovation welcomed
- ☐ A sense of accomplishment
- ☐ Recognition of effort
- ☐ Fair treatment of people
- ☐ Responsibility
- ☐ Appropriate compensation and attractive work conditions
- ☐ Opportunities for personal growth
- ☐ Feeling important
- ☐ A sense of belonging
- ☐ Opportunities for advancement

## **Bureaucracy and Communication**

### **A definition of bureaucracy might be:**

A business, or any institution, that exists to carry out an organisation.

Or:

Any company giving less than two-thirds of its energies to its business, and more than one-third of its energies to its organisation.

### **Mediocrity in a bureaucracy:**

Exists, when the penalty for success gets to be as big as the reward for failure.

### **CHARACTERISTICS of BUREAUCRACY**

- Division of labour
- Rules and procedures
- Authority
- Impersonality
- Careers and merit

### **BUREAUCRACY - POSSIBLE BENEFITS**

- Stability
- Efficiency
- Control

### **BUREAUCRACY - POSSIBLE PROBLEMS**

- Red tape
- Inflexibility
- Dominating authority
- Position protection

### **NEW FRONTIERS**

In the time of Christopher Columbus, the advisory committee to Ferdinand and Isabella of Spain wrote:  
'So many centuries after the Creation, it is unlikely that anyone could find hitherto unknown lands of any value.'

## **What can you do to communicate more effectively with customers?**

### **Research suggests customers value these items:**

- Sound preparation of sales presentations
- Thorough product knowledge
- Knowledge of market trends and the ability to impart that knowledge.
- A thorough understanding of the customer's requirements.
- Being prepared to fight for the customer.
- The ability to perform and follow through.

### **COMMUNICATION**

Vast amounts of money are spent, and in many cases wasted by people in business. Instead of actively seeking out information to assist with decision making many people:

- Take information supplied to them at face value.
- Make assumptions in areas where they have no information.
- Fail to clarify the supervisor's and organisation's objectives.

## Telephone Standards

In many companies and organisations, and particularly in small business, the first ever contact with a potential customer is likely to be by telephone.

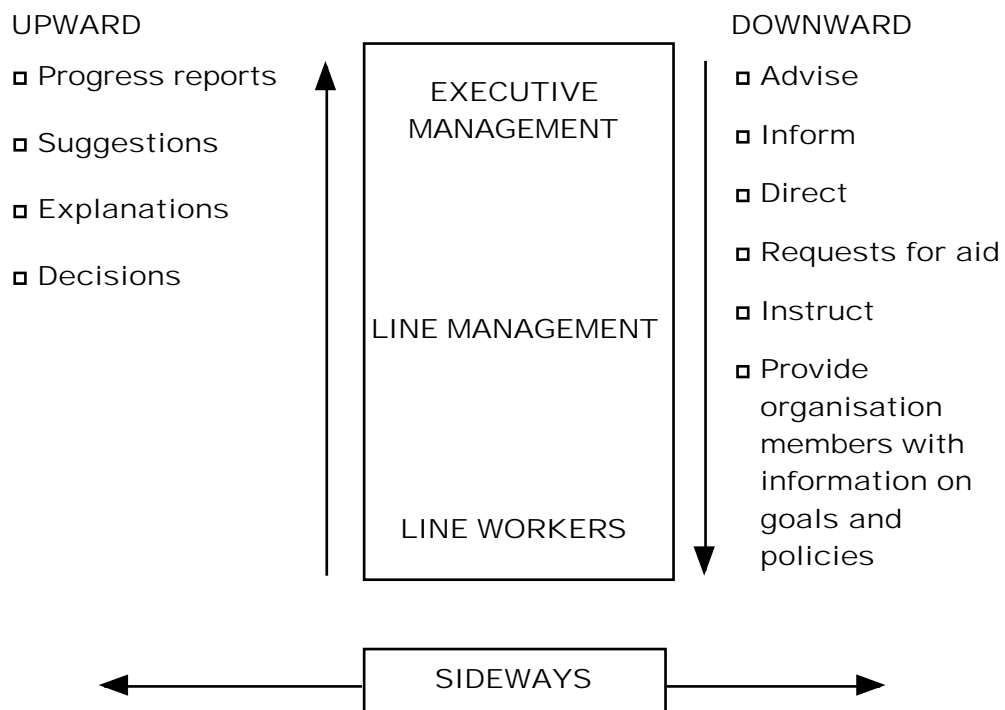
Some companies regard this position as one of the most crucial in their whole company, as perhaps for 99% of the people they deal with, their first and most significant impression of the company, is the person answering the telephone.

Courtesy and attention to detail are critical issues. After a few calls does the person answering your telephone recognise and greet the caller by name?

### OTHER TELEPHONE EXPECTATIONS

- Answer promptly - within 3 rings
- Start calls by identifying yourself, company, position etc.
- If phoning in, enquire if it is convenient to proceed
- If an incoming call is not convenient, explain why and take the persons details and offer to phone back.
- Explain in a straight forward manner the purpose of your call.
- Establish and use the other person's name early in the conversation.
- Ask open questions
- Listen and try not to interrupt.
- Demonstrate you are listening by saying 'yes', 'really' or similar.
- Concentrate - give the caller your undivided attention.
- Make notes and read back key points to demonstrate your attentiveness.
- Explain delays in dealing with the call if the caller has to wait.
- Be helpful - offer help, don't wait to be asked.
- Control the call by assertive behaviour.
- Finally, recap what you are going to do as a result of the call.
- Smile. Your body language will transmit, and you will sound more assertive and friendly.
- **At the end of every telephone call, see if you can leave the other person thinking:- 'I am pleased that I spoke to you today.'**
- **The telephone is an opportunity to motivate and inspire, so use it well!**

## Communication DOWNWARD - UPWARD - SIDEWAYS



## **Discrimination**

**Discrimination in business which involves classifying or sorting people according to personal characteristics, such as age, sex, nationality, the shape of their bodies or marital status is unacceptable and possibly illegal.**

**Newspapers and television often run stories on discrimination cases which often result in large settlements after sometimes prolonged court cases.**

In communications with the public and your clients you should be aware that discrimination is occurring if you:

- Refer to a profession as if membership is exclusively male or female;
- e.g. salesman, spokesman, switch girl, girl Friday, repairman, newsman, etc.
- Use words such as 'manpower' or 'mankind', to describe people in general.
- Make unreasonable generalisations about a group - referring to a 'male weakness', or 'European cunning'.

### **Racial Discrimination**

The Racial Discrimination Act helps make sure people are not treated less favourably in certain areas of public life because of their race, colour, descent or national or ethnic origin.

It is unlawful to treat people less favourably because of their race in (among others):

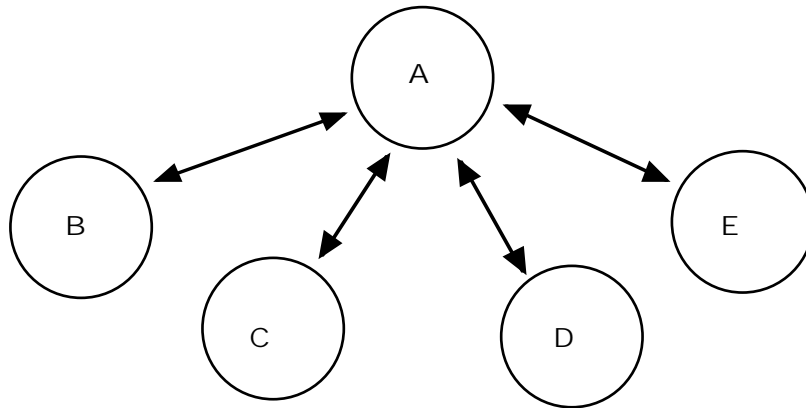
- their place of work
- the supply of goods and services

### **SOME WAYS OF AVOIDING DISCRIMINATION**

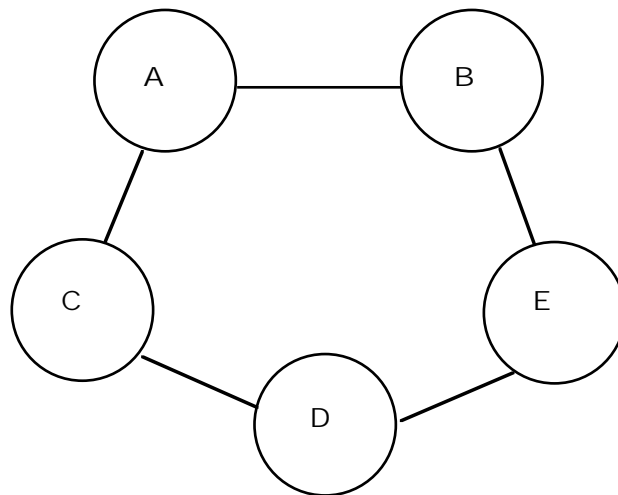
- Personalise your communications.
- Pluralise your communication.
- Describe the occupation - not the operator (person).
- Refer to groups in terms of their common interests.
- Use first names rather than Mr. or Ms., or sir / madam.
- Describe the problem, not the people working on it.



### Problem solving by a group of 5 people



WHEEL NETWORK



CIRCLE NETWORK

The WHEEL network (in the first diagram) has been shown in experiments to be able to solve simple problems more rapidly, more clearly, and more efficiently than an organisation like the circle network.

However when we add in other criteria such as change/flexibility and creativity, two interesting phenomena become apparent.

The rapid acceptance of a new idea is more likely in the CIRCLE than in the wheel. The person in the middle of the wheel is likely to discard a new idea on the grounds that he is too busy or the idea is impractical. Secondly, the circle organisation is better able to adapt to change by developing a new code.

## Communication Symbols

**Many business people and business organisations use symbols to project an image to their audience. Some examples are:**

- A self made business man drives a luxury motor car, or may even use a stretch limo and uniformed driver with the company name on the vehicle.
- Some even have their own private or corporate aircraft.
- Many people in business wear 'a uniform', which can be an almost standardised suit in cut and colour. e.g. for men at various levels of management.
- A small struggling company can operate from high level, luxurious rented premises, with leased furniture and equipment.
- Some people prefer 'power dressing' - up market designer clothes and complementary jewellery and accessories.
- Ranking religious officers wear special, often colourful, clothing.
- Judges wear a wig, and sit in a large chair above the others in court.
- Jewellery, wedding rings, hair styles, beards, moustaches, hats, are all symbols conveying a message about the wearer.
- Sporting teams wear symbolic jumpers, shirts, badges and uniforms.
- Reserved parking spaces.
- Executive dining rooms.
- The armed forces and police wear uniforms conveying symbolic authority.
- Business logos are a common symbol.
- Other everyday symbols can include control or action symbols - flashing lights and sirens, which are intended to convey instant respect.
- Most people enjoy receiving symbols of friendship, trust or sympathy, such as a card, present, flowers or even a drink.

## Power and Communication

There are five bases of power in an organisation - they are:

1. LEGITIMATE POWER
2. REWARD POWER
3. COERCIVE POWER
4. REFERENT POWER
5. EXPERT POWER

These areas of power can be defined as follows:

**LEGITIMATE POWER** is the power that comes from being in a position of authority.

This is the power wielded by village elders, police officers, military officers and elected officials. It is also present in organisations, where the boss is the boss because they are the boss. The more hierarchical the organisation, the more overt will be the legitimate power wielded by the boss.

**REWARD POWER** is fairly self-evident.

A person has reward power if they are able to grant pay increases or improvements in conditions, give more responsibility and assign more interesting work.

The opposite to this is coercive power.

**COERCIVE POWER** exists when a person is able to punish or to instil fear, by means of dismissal, demotion or by lowering wage levels or by forcing a transfer, or recommending that one of these outcomes occurs.

**REFERENT POWER** flows from the intrinsic qualities of an individual. The wielder of referent power may have 'charisma', or may simply be so stylish, handsome or possess other personal characteristics that people wish to emulate them.

A typical instance of referent power is when a sports or movie star endorses a product, which has nothing to do with sports or acting.

**EXPERT POWER** is wielded by people who seem to have access to special information, skill, experience or training.

Even though societies, particularly those with strong anti-intellectual values, sometimes denigrate the value of 'expert opinion', within organisations it is unwise to ignore the opinions of people who provide specialist advice such as taxation, law, personnel, production and information processing.

## **Intimidation**

- When selling how do you sit in a face to face situation?
- Are you intimidated by the person you are selling to? Why?
- Are you sitting at a lower level than the buyer?
- Are you sitting at all or expected to make your presentation standing up?
- Are you outnumbered at the presentation - the buyer has other people to back them up?
- Is your seat poorly positioned, in a draught, facing the sun or its reflection, or in front of an open door through which other people can hear your conversation?
- You are kept waiting past the time of your appointment.
- Correspondence from your competitors is visible on the buyer's desk.
- A 'phone call' from your competitor comes through while you are there.
- During your interview the buyer takes phone calls, speaks to colleagues, has constant interruptions and keeps looking at their watch.
- They tell someone they will be free in a few minutes and you have just started.
- They complain about your products, service and company.
- They praise the competition and appear to know all your competitors by name, but can't remember yours.
- They do not appear to be paying attention, or showing any interest.
- They do not read your literature, answer your questions and appear indifferent.
- This type of behaviour is often aimed at forcing you into line with your competitor's offerings.

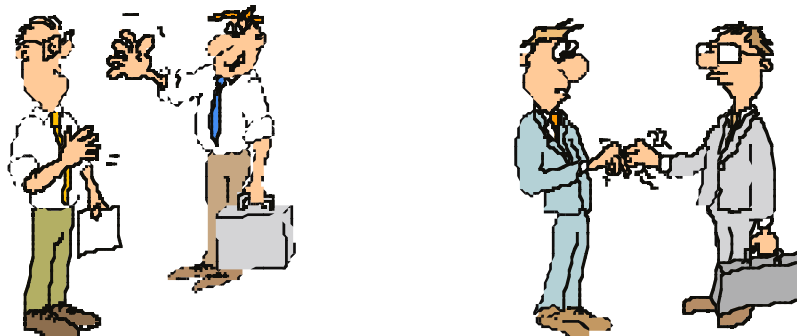
### ***It is generally accepted that:***

- 55% of a negotiator's message is perceived non verbally
- Only 7% depends on what is said
- And 38% depends on how it is said

## **MOMENTS OF TRUTH - Interfacing with the customer**

### **Some typical Moments of Truth**

- Customer phones your business / department
- Contact person answers a request
- Customer receives information from your department
- Service person visits your customers' premises
- Customer makes a complaint about ..
- Customer uses a piece of equipment supplied by you
- Customer requests additional information
- Customer receives an invoice/ statement from you
- Customer asks for special or unusual services or procedures
- Customer fills out a form you provide



### **What is success?**

Ralph Waldo Emerson defined success as follows:

To laugh often and much; to win the respect of intelligent people and the affection of children; to earn the appreciation of honest critics and to endure the betrayal of false friends; to appreciate beauty; to find the best in others; to leave the world a bit better, whether by a healthy child, a garden patch, or a redeemed social condition; to know that even one life has breathed easier because you lived; this is to have succeeded.

### Some Business Communication Acronyms

AIDA	Attention, interest, desire, action	OEM	Original equipment manufacture
AQL	Acceptable quality level	PDCA	Plan, do, check, act
AS	Australian Standard	PERT	Programme, evaluation and review technique
CAD	Computer aided design	POS	Point of sale
CAM	Computer aided manufacturing	QA	Quality assurance
C & F	Cost and freight	QAE	Quality assurance engineering
CBT	Competency based training	QBS	Queen bee syndrome
CEO	Chief Executive Officer	QCS	Quality customer service
CIF	Cost, insurance and freight	QM	Quality management
CPM	Critical path method	QWG	Quality workshop group
EDI	Electronic data input	QWL	Quality of work life
FAS	Free alongside ship	R & D	Research and development
FIS	Free into store	RDO	Rostered day off
FMCS	Fast moving consumer goods	RHIP	Rank has its privileges
FOB	Free on board	ROI	Return on investment
FOW	Free on wharf	RPL	Recognition of prior learning
GM	General Manager	RRP	Recommended retail price
HRM	Human resource management	SME	Small to medium enterprise
HRPD	Human Resource Planning and Development	SBU	Strategic business unit
IT	Information technology	SWOT	Strength, weaknesses, opportunities, threats (analysis)
JIT	Just in time manufacturing	TQM	Total quality management
Kaizen	Japanese concept of continuing improvement in all aspects of a persons home and work life.	USP	Unique selling point
KISS	Keep it simple, stupid	VAM	Value adding manufacture
LTU	Long term unemployed	VAM-M	Value adding management manufacture
MBO	Management by objectives	VSP	Voluntary separation package
MD	Managing Director	WIIFM	What's in it for me?
MIS	Management (or Marketing) information system		
MIT	Managing information technology		
MRP	Materials resource planning		

## Public Relations - What is it?

**Public Relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between an organisation and its publics.**

The World Assembly of Public Relations says: Public relations practice is the art of social science in analysing trends, predicting their consequences, counselling organisation leaders, and implementing planned programs of action which will serve both the organisation and public interest.

The Macquarie dictionary defines public relations as: the practice of promoting goodwill among the public for a company, government body, individual or the like; the practice of working to present a favourable image.

The Public Relations practitioner is usually an excellent communicator.

The Public Relations practitioner functions between the management of the organisation which employs them and all other internal and external groups or individuals with which their organisation has anything to do. It is the job of the practitioner to help things go well between their organisation and its publics. The practitioner begins by analysing the situation to discover its positive and negative aspects, the direction of its evolution, the circumstances impinging on it, its ramifications, the degree to which it is amenable to change and the possibility of its being preserved or strengthened.

**Public Relations is usually considered a management function, involving:**

- Advising management of all internal and external developments likely to affect the organisation's relationships with its publics.
- To research and interpret to management, current or anticipated attitudes of key publics towards the organisation's affairs.
- To act on behalf of management in planning and executing public functions.
- To serve as a liaison between management and its publics.
- To report regularly to management on all activities in any way affecting the organisations public relationships.

**In the language of business, 'PR' is a verb; to 'PR' something means to cover up its defects and make it publicly attractive.**

**Organisations use Public Relations practitioners to, enhance their public image, contribute to organisational objectives, often in conjunction with advertising, marketing and publicity and to obtain favourable media coverage.**

**Some Public Relations tools:**

- Media exposure
- Gimmicks and stunts
- Sales kits
- Personality cults
- Exhibitions and displays
- Sponsorship
- Competitions

A typical Public Relations campaign

- Set general objectives
- Define target audiences
- Establish current opinions
- Agree on specific objectives
- Select media
- Prepare budget
- Decide who will implement
- Review campaign and budget
- Implement final plan
- Evaluate results
- Review campaign

## A Press Release

When a story about an organisation, based on a Press Release, is printed in a newspaper, magazine or trade journal it is usually interpreted as hard facts and not just sales talk.

The natural cynicism most people possess vanishes because they are hearing from an impartial third party, not from traditional advertising.

**Press Releases** can be particularly useful for professional service organisations and companies selling business to business. They can also be virtually hassle free, with no printing costs, sourcing or suppliers. All that you need to do is write your Press Release and fax it. Then it is up to the publication(s) you send it to.

**Press Releases** are ideal for announcing events such as a new product or service, a major export contract, a national award, or new standards. Press Releases can get your message across believably and cost effectively.

The major barrier to all this free publicity in a major publication, is convincing the editor of the publication receiving your **Press Release** that their readers will be interested in your story. How can you achieve this? - Make it look like a press story. You can use your regular letterhead but make sure the words **PRESS RELEASE** are up big, and bold at the top. This will grab attention and make it crystal clear that this information is for publication and not just general interest.

**Make your headline clear.** Editors are busy people and do not have time or the inclination to decipher puns and trade talk in **Press Releases**. Your headline should state your news and its implications - what happened and why it is important.

**Give plenty of facts.** The publication will probably rewrite your Press Release in their own style, so give them plenty of facts to work with. Use complete sentences. This will give the editor an idea of how the story will come together. Keep it to one page. Any longer and you risk giving the editor the impression that writing a story based on your Press Release will be hard work. If the story won't fit one page, supply your name and phone number for follow up. This also allows the editor to contact you if they want to discuss the Press Release further or cover an angle you had not considered.

Many organisations make a point of writing their **Press Release** in the same style as the publication uses, allowing the editor to transpose the **Press Release** directly into the publication.

**Remember to say:**

- |                   |                       |
|-------------------|-----------------------|
| • What happened   | • When it happened    |
| • Who did it      | • How was it done     |
| • Why was it done | • When did it happen? |



**A Press Release**  
**(write it on your normal letterhead)**

1. HEADLINE
2. WHAT HAPPENED?
3. WHEN?
4. WHO DID IT?
5. HOW WAS IT DONE?
6. WHY WAS IT DONE?
7. WHEN DID IT HAPPEN?
8. WHO - THEIR ORGANISATIONAL BACKGROUND?
9. THE FACTS
  - Keep it to one page.
  - Use / leave plenty of white space.
  - Provide the name, phone and fax number of a contact / spokesperson.

## **Speeches and public speaking**

### **PRELIMINARY STEPS**

- Analyse yourself as a speaker.
- Evaluate your personal effect on the message you wish to present.
- Be aware of overcoming shortcomings and building on strengths.
- Analyse and research your audience, thoroughly.
- What does the audience really want to hear?
- Prepare your speech, thoroughly.
- Write a draft and then rehearse and rewrite.
- Practice in front of a mirror.

### **CONFIDENCE**

- Appear confident - relax.
- Make a strong entrance.
- Thorough preparation will benefit your confidence.
- Dress to suit your audience.
- Talk in strong, clear tones.
- Avoid 'reading' a speech - use notes as a prompt.
- Use a lectern or similar to hold your notes - not your hand.
- Use open posture and open body language.

### **SINCERITY**

- Be sincere.
- A speech should entertain, stimulate, motivate and amuse.
- Evaluate the effectiveness of your speech.
- Keep eye contact with the audience.
- Watch for signs that people are being attentive.
- Ask / answer questions on completion of the speech.
- Evaluate feedback.

### **AND ALSO**

- Establish and maintain a relationship with your audience
- Manage your stress
- Use your voice effectively
- Speak convincingly
- Use graphics and visual aids
- Evaluate your performance based on feedback

## Letter Writing

**When writing a letter some of the things to bear in mind are:**

- What it is you want the letter to achieve.
- The need for the letter to make a positive impression.
- The public relations value of the letter.
- Will your letter achieve the desired result?

**Create a strong impression by:**

- Being highly personalised and directed at one person.
- Being more formal than a face to face meeting.
- The fact of being printed word, with an air of permanence.
- Your letter should sound human, as in the tone of a good conversation.
- Your letter should sound warm.
- Your letter should be courteous, sincere, coherent, positive, tactful, easy to read and understand, pleasant to read and leave a pleasant feeling.
- Your letter should in most cases be no longer than one page.
- Your letter should avoid negative words and avoid anger.
- Your letter should not be stiff and formal.

**Visualise the reader as they read your letter:**

- Who are you writing to?
- Who are they?
- How much do they know about the subject you are writing about?
- What are their educational levels?
- How do they think?
- You may need to write at a lower level than you would usually write, and with less knowledge. e.g. imagine you were writing a memo regarding some streetscaping work to a group of council workers and also to a group of town planners. In all probability you would write two differently worded memos in order to address their different levels of education and comprehension.
- Letters should contain easy to read paragraphs. A maximum of 12 lines, is a widely accepted rule.
- Paragraphs should flow and move in steps to the objective of the letter, in logical order.

**Every message has two levels - content and relationship.**

Content level consists of what is actually said and is made up primarily of the verbal code. The relationship level of a message is established more by how a statement is made (non verbal cues) than by what is said (verbal cues).

## **Letter Writing**

A LETTER SHOULD HAVE:

- 1) An opening
  - A greeting
  - Build interest (use AIDA)
  - Express appreciation
  - Strengthen relationships
  - Refer to main topic
- 2) Body - Purpose - Main part
  - Share information
  - Explain
  - Build agreement
- 3) A Close
  - Create action
  - An ending - leave a positive impression

## **Report Writing**

Reports in many cases involve the same principle as in writing letters, but may contain much more information, which has to be communicated to a person or target audience.

- A business report could be formally defined as, 'an orderly and objective communication of factual information which serves some business purpose'.
- A report may be used to report information for business purposes, or could be for information, analysis or recommendation.
- A report may be read by people for the purposes of evaluating, reviewing, approving.
- A report is usually much more formal than a letter or oral reporting.

### **Some steps in Report Writing**

- Establishing what the report covers and what it will address (in some cases this will involve writing Terms of Reference).
- Determining the subject areas to be investigated.
- Gathering the information - from files, experts, books, research, etc.
- Writing the report.

## Report Writing

REPORT / PROPOSAL OUTLINE  
(for instance, a new hospital wing)

- ▣ NEED
- ▣ EXISTING CAPACITY
- ▣ OCCUPANCY RATES
- ▣ OTHER LOCAL HOSPITALS
  
- ▣ SPECIFICATIONS
- ▣ LOCATION
- ▣ SIZE
- ▣ ADDITIONAL CAPACITY
  
- ▣ COST
- ▣ FINANCING
- ▣ DEBT AMORTISATION
  
- ▣ CONSTRUCTION
- ▣ BIDS
- ▣ COMPLETION TIME
  
- ▣ STAFF REQUIREMENTS
- ▣ NUMBER OF ADDITIONAL PERSONNEL
- ▣ ESTIMATED COST IN SALARIES and BENEFITS
- ▣ RECOMMENDATIONS

3

Feedback, Questions, Signals

## **Clarifying**

### **What is the other person really saying?**

The communication process and conversations in particular can easily become distorted and misunderstood.

To help clarify points you may be unclear about, some of these phrases can be useful:

- ☐ What exactly do you mean by.....?
- ☐ Let me just clarify .....
- ☐ You think that.....?
- ☐ What I understand you said was.....
- ☐ What I hear you saying is.....
- ☐ Note that most of these are open questions - e. g. What ...?

## **ACTIVE LISTENING**

Good communication involves active listening which is a lot more than just passive listening.

Active listening involves concentration, attention, comprehension, and demonstrating a real interest in the message.

Further, it involves responding by the listener to assist the speaker clarify the message being delivered, and helping explore the emotional dimensions of that message.

### **As one noted communication expert summarises:**

The most prevalent mistake that people make about listening is to regard it as passively receiving rather than as actively participating.

Catching it is much an activity as throwing and requires as much skill, though it is a skill of a different kind. Without the complementary efforts of both players, the play cannot be completed.

## **EXPECTATIONS**

If people expect something bad to happen, it will affect their perceptions.

The more negative their expectations, the more they will control what is actually 'seen' and 'heard', which in turn will have a bearing on what is remembered.

If what people remember is distorted or filtered, then when the affected part of the memory is used, the output will also be distorted.

The best way to handle this type of misunderstanding is with empathy.

## **EMPATHY**

A dictionary definition of empathy is, 'the power of projecting one's personality into (and so comprehending) the object of contemplation'.

Empathy can be a very valuable communication tool when people in business are in no particular hurry to agree with you, or meet your deadlines. Empathy could be used to tune in to the other parties' prejudices, fears and lack of trust, and any other feelings working against you.

Two way empathy lowers barriers and allows people to discover how co-operation can benefit everyone.

## **LINEAL - LATERAL**

### **Are you a LINEAL or LATERAL thinker and problem solver?**

Some people prefer thinking in a lineal manner (in a straight line), while others find they get better results by using lateral thinking.

Lateral thinking is broad ranging and more creative.

Both styles are normal, but the words you use, the way you speak and write and the way you think and plan your communication will all vary according to your natural preference for lineal or lateral style. Lineal thinking is ideal for complex problems that require data to be rearranged or organised into a logical sequence.

Lateral thinking follows new and often different paths towards solving problems.

It makes the most of imagination and intuitive skills. Many inventors, explorers and experimenters are lateral-creative thinkers.

### **An exercise**

Describe your life, business, workplace or any other event or problem by lineal and then by lateral methods. The lineal method might comprise a page of lines written in sequence, while the lateral method could be a drawing, map or chart with words and / or symbols and drawings illustrating events around a central core or theme. Try it! With a little practice, which is easier and more creative?



## **Communication and Feedback**

Many people are uncomfortable providing feedback to other people and find it extremely difficult to do so.

Giving feedback involves expressing your feelings to other people, which sounds a good idea, but in reality is at complete odds with the stoic Australian culture.

Giving feedback can also make people feel stressed and awkward.

A columnist in a major daily Sydney newspaper reported the case of a man desperate to have some graffiti removed from the local Post Office.

The local Post Office manager when approached, asked, "What graffiti?"

The man then rang the public relations department at head office and was asked how he came to have the phone number of that department.

**Many people use a model along these lines to develop and deliver meaningful feedback:**

- ☐ When you....(do something)
- ☐ This happens....
- ☐ And I feel....
- ☐ Would you....(do something else)
- ☐ Because / that way / this would mean....
- ☐ I / you / they would feel
- ☐ So what do you think?

## Communication and Feedback

### What is feedback in a business communications environment?

Feedback can be gauging how people react (or fail to react), to your letter, speech, presentation, training, leadership or management style, or other communication.

Most people at work are very keen to receive constant and meaningful, non threatening, feedback about their performance.

'Tell me how I am doing'. 'How did I go?', are two very common feedback questions many would like to ask but are fearful of the answer, or in many cases are just too frightened to ask.

In many of the communication classes we conduct, the participants are encouraged to make verbal and written presentations to their classmates.

The meaning and importance of feedback is quickly reinforced in this situation as other students are loath to provide and / or find it difficult to provide meaningful feedback to their classmates.

**Feedback can be verbal or non verbal.** Though if the actions do not match the words there is a communication gap.

If John says, ' Let's talk about it some more', but his secretary keeps pointing to her watch as a reminder about his next meeting, the non verbal intrusion will usually outweigh the interest expressed verbally.

**Feedback can be positive or negative.** After your talk to the sales team asking for a concerted effort in a problem area, the results become apparent with increased sales and profits.

Positive feedback - the message was understood and actioned. However, if sales in that area had worsened, the feedback would have been negative.

**Action.** You ask for suggestions and advice from your peers to help prepare a marketing plan and receive no help, advice, or assistance.

This is negative feedback.

### Process

Your advertisement to sell a painting has failed to attract a single phone call, so you revise the advertisement and repeat it next week.

Because of your knowledge of art and painting, (which leaves the potential buyer quite bewildered), he thinks you are an agent for an art gallery and you point out that is not the case.

The potential buyer asks that you talk in plain English and after some haggling you agree upon a price.

In this transaction the process feedback included a desire to negotiate price and to communicate in plain English - **or a combination of any of these.**

## Communication and Feedback

You can receive feedback by asking for comments and criticism and explaining why you need it. If you ask did you understand?, this will be very unlikely to produce meaningful feedback.

If a message is directed to you, you could volunteer feedback by saying, 'I think I understand what you are saying....', or, 'Could I summarise....?'

In other circumstances you may obtain feedback by asking direct questions - 'Why do you.....?'

You can also measure and read feedback by gauging the expressions and non verbal reactions of the people you are talking to.

In some instances a written questionnaire may be appropriate.

### Negative feedback can present a major problem

- Negative feedback could be someone misleading their employer. 'Even if I had called to see that company when you said, we still would not have been paid'.

Many people give negative feedback to protect themselves from threatening work situations.

If we say what they want to hear the problem will go away.

Negative feedback could involve trying to avoid blame, keeping people and / or threats at a distance, playing down a problem and trying to avoid unpleasant reality.

### IN LARGE ORGANISATIONS SOME COMMON FEEDBACK SYSTEMS ARE:

- Periodic team meetings to review a team's functioning and what its next goal priorities should be.
- Organisation sensing meetings in which the top of an organisation meets, on a systematic, planned basis, with a sample of employees from a variety of different organisational centres, in order to keep appraised of the state of the system.
- Periodic meetings between interdependent units of an organisation.
- Renewal conferences. As an example, an annual 5 year planning meeting, could be preceded by a weekend away at a retreat by the managers (and wives) concerned, to examine themselves, their personal and company priorities, new forces in the environment, forthcoming planning issues, what has happened in their working relationships and other issues for review before the planning meeting.
- Performance review on a systematic, goal directed basis.
- Feedback from outside parties.

## **Responding - Reflective listening**

Reflective listening is one of five styles of response that people often adopt when they are in the role of listening to others talk.

Experts argue that these 5 responses comprise 80% of all messages sent between individuals, and that the other 20% are incidental and of no importance. The same experts also claim that these different responses are used in the order they appear below.

### **JUDGMENTAL - EVALUATIVE -MORALISTIC**

The receiver of the message has made a judgement of the merit or otherwise of the message sender's words and has a clear idea of what the sender should do now.

### **INTERPRETATIVE - EXPLANATORY - ANALYSING**

The receiver wishes to teach or show the sender the 'real purpose' or 'hidden meaning' of the message, and what the sender should now do.

### **SUPPORTIVE - SOOTHING -SYMPATHETIC - REASSURING**

The receiver wishes to soothe the sender's feelings and reduce the intensity of those feelings.

### **PROBING - QUESTIONING -INFORMATION GATHERING**

The receiver wishes to obtain further information from the sender, with a view to solving the factual problem of the sender.

### **EMPATHIC - UNDERSTANDING - REFLECTING - PARAPHRASING**

The receiver only wishes to clarify and show understanding of the factual and emotional dimensions of the sender's message.

**The same communication experts claim that if a person uses one type of response as much as 40% of the time, then other people will see them as always responding that way.**

### **COMMUNICATION**

is about getting through!

It is:

- Informing
- Consulting
- Persuading
- Convincing.

Information is power!

## Open questions - What are they?

Good questions which provide meaningful answers are usually open questions, rather than closed questions.

An open question gives a lot of scope for the person asking the question to obtain a broad response to the question, rather than a terse yes or no response.

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**An open question will usually start with one of these words:**

- HOW ...?
- WHO ...?
- WHAT ...?
- WHY ...?
- WHEN ...?
- WHERE ...?

**Closed questions may start with phrases such as:**

- IS IT ...?
- WILL YOU ...?
- DO YOU ...?
- WOULD YOU ...?
- CAN YOU ...?

and will usually produce terse, yes or no answers, with the inherent risk of the interview or conversation taking on the characteristics of an interrogation.

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## SOME EXAMPLES

### OPEN QUESTION

- What do you like about working....?
- Where would you like to live....?
- How do you get to work?
- Who is your role model?
- Why do you say that?
- When will you be ready?

### CLOSED QUESTION

- Do you like working....?
- Do you want to live....?
- Did you drive to work?
- Do you have a role model?
- Pardon?
- Are you ready?

## Questions - what are they?

- A question is an opening to creation.
- A question is an unsettled and unsettling issue.
- A question is an invitation to creativity.
- A question is a beginning of adventure.
- A question is seductive foreplay.
- A question is a disguised answer.
- A question pokes and prods that which has not yet been poked and prodded.
- A question is a point of departure.
- A question has no end and no beginning.
- A question wants a playmate.

## TEN BASIC QUESTIONS

### Introduction

Q. What would you like to get clear about today?

A. I would like to get clear about my relationship to.....

Q. What is it about.....that is not clear?

### The questions:

1. What is the goal you would like to achieve?
  - What solutions have been attempted so far?
  - What is it about these attempts that did not work?
2. What is your feeling regarding the situation? - e.g. anger, hurt, fear, sorrow?
3. What is your attitude regarding the situation? - e.g. contempt, judgement, criticism.
4. What benefits do you receive from having this situation?
5. What is the reality of the situation?
6. What would you like to see happen?
7. What else would you like to see happen?
8. What do you need to do at this time?
9. How would your life be different if this situation were changed?
10. What one thing are you willing to change to make this be what you would like it to be?

## Background Signals

**When people transmit a verbal message there is always a separate background signal, which may be intentional or unintentional.**

Background messages cannot exist by themselves, and they travel in conjunction with other messages. Background signals have a strong effect on the way a message is received and understood. Salespeople often encounter clients who will shake their hand, yet at the same time send out conflicting background signals. The client might frown, shake or nod their head, look some where else, or smirk.

The ability to read, understand and deal with background signals is an important part of business communication. You need to be able to comprehend the total message being transmitted - the background signals and the spoken words, in order to understand fully the real nature of the sender - receiver relationship.

An example of this could be a manager sending a message to a sales person to contact him about a specific customer. Depending on how the message is transmitted, as well as the content of the message will affect the way the salesperson receives (decodes) the message.

If the message said, 'Contact me immediately about....,' it would have different background signals to a message that said, 'Let's arrange lunch to talk about...,' or next time time you are in the office I would like to see you...'

These three messages would all contain different background signals for the salesperson.

The salesperson would probably perceive (decode) them at levels ranging between an urgent problem, a minor problem, and a talk about how well they were performing. Some other background signals involved in verbal communication could be, whether people are sitting or standing, or one standing - one sitting, one sitting higher than the other, talking while walking away from the other person, or levels of preoccupation.

Timing is also another background signal. The time and day of a meeting will convey different signals for different people. What background signals would a meeting to be held at 8am on a Sunday morning convey? What, if instead of a daily meeting with your superior to discuss work problems, the meetings were scheduled once a week?

How would you interpret the background signals? If the situation were reversed and the meetings became daily instead of weekly, would the background signals be different? The sequence of conversation can emit background signals. Whether the other person constantly interrupts you or waits for you to finish speaking, says a lot about power ratios and background signals. The choice of channel for sending a message will have a bearing on the way the message is received. Different background signals will be generated by different communication mediums; - e.g. letter, phone, fax, personal call, memo.

## **Background Signals - What do they say?**

### **HIGHER THAN YOU SIGNALS**

- ☐ Long relaxed pauses in a speech.
- ☐ Strong, casual body stance.
- ☐ Sitting or standing at a higher level than the other person.
- ☐ Interrupting another person.
- ☐ Organising another person's timetable.
- ☐ Organising another person's papers.
- ☐ Organising another person's furniture.
- ☐ Not meeting deadlines.
- ☐ Unwilling to share resources.

### **EQUAL POWER SIGNALS**

- ☐ Making sacrifices for each other.
- ☐ Shaking hands and smiling.
- ☐ Sharing resources.
- ☐ Sharing a difficult work assignment.
- ☐ Sitting or standing so eyes are at the same level.
- ☐ Co-operation and compromise
- ☐ In letters, writing as equals, with no patronising tone.

### **LOWER THAN YOU SIGNALS**

- ☐ Allowing interruptions.
- ☐ Body leaning forward towards speaker.
- ☐ Sitting or standing at a lower level than the other person.
- ☐ Giving up scarce resources without a trade off.
- ☐ Writing letters or reports with cramped pages, narrow margins.
- ☐ Writing letters or reports with few headings.
- ☐ Locked doors.
- ☐ Hiding resources.
- ☐ Checking up on other people.
- ☐ Avoiding questions.

### **TRUST YOU SIGNALS**

- ☐ Sharing
- ☐ Delegation



## **Background Signals in Letters and Reports**

**Some of the background signals conveyed by the way a letter or report is set out, include:**

- The writer's / sender's interest level in the receiver.
- Power ratios between writer / sender and the receiver.
- Leaving lots of blank space, signals confidence and strength.
- A report with a cover, contents page, open, well thought out layout, illustrations and index, will convey the impression to the receiver that the person sending it gave a lot of thought and time in its preparation and wanted to make a strong impression.
- The layout of a letter or report will set the tone of any intended relationship with the receiver
- The letter or report should exude trust and believability.
- The quality of the paper, type face and overall quality will all impact on the receiver.
- A letter should end with a hand written signature.
- Many people make a point of signing their letters with a fountain pen.

### ***A QUESTION***

Do you enjoy receiving unsigned, correspondence, printed on computer paper, by a dot matrix printer, which is obviously a computer generated mass mail out?

- Do you read it?
- Does it make an impression?

## **Some barriers to effective Communication**

- ☐ Accepting information supplied at face value
- ☐ Access
- ☐ Age
- ☐ Anger
- ☐ Comfort levels
- ☐ Confusion
- ☐ Culture
- ☐ Decoding
- ☐ Disinterest
- ☐ Dislike of the other person
- ☐ Education
- ☐ Emotions, jubilation, depression, upsets
- ☐ Failing to clarify the supervisor's and organisation's objectives
- ☐ Fear
- ☐ Feeling intimidated
- ☐ Feeling threatened
- ☐ Filtering
- ☐ Game playing
- ☐ Impotent management
- ☐ Inability to establish contact
- ☐ Jealousy
- ☐ Lack of literacy skills
- ☐ Lack of subject knowledge
- ☐ Language
- ☐ Loathing / hatred
- ☐ Mind set
- ☐ Noise
- ☐ Non verbal cues
- ☐ Office layout
- ☐ Office politics
- ☐ Territorial barriers and boundaries
- ☐ People making assumptions in areas where they have no information and / or expertise
- ☐ Perception
- ☐ Selective perception

## **Conflict in business is normal, but, not abnormal**

### **What blocks Business Communication?**



- Attention seeking for positive achievements
- Complicated internal procedures
- Criticising almost everything
- Delegating the communication of negative news
- Discouraging people from talking to you about problems
- Displaying petty company rules on notice boards
- Encouraging infighting
- Having separate car parks for 'staff and workers'
- Having separate toilet facilities for 'staff and workers'
- Ignoring company initiatives
- Intimidation
- One way reporting
- Ridicule new ideas
- Ridiculing the other person
- Talking down to others
- Technical language and acronyms
- The use of facts and not opinions

□

4

□ Meetings, Interviews, Negotiations

## **Communication and the first meeting**

**In some instances it can take months to set up the initial meeting with a potentially important business contact, who is often a complete stranger.**

What are some of the important communications issues to address in order to make a positive first impression to build a long term relationship?

**PREPARATION.** What can you find out about this person, their business organisation, their business requirements and their personal requirements, habits, preferences, taste and style?

**SMALL TALK.** The ability to put the other person at ease, before moving on to the serious discussions.

**LISTENING.** The ability to listen and absorb critical information.

### **MAKE A POSITIVE FIRST IMPRESSION**

- Your image!
- Be well groomed and appropriately dressed.
- You only get one chance to make that important initial impression.
- Be comfortable with yourself.

**THINK ON YOUR FEET.** You may have to present yourself to groups as well as individuals.

You will need verbal communication skills of a high order.

### **PROJECT A PROFESSIONAL IMAGE**

- A firm handshake (not sweaty and clammy), as well as your grooming and appearance will help create a positive impression.
- A brief case or similar helps to reinforce a professional appearance and image.

**PRESENT A POSITIVE PERSONALITY.** Use all your capabilities in areas such as wit, humour, charm and general knowledge.

**FOLLOW UP.** If appropriate, follow up promptly with further information or a confirming letter.

Keep your head up!

Everything in the world with its head down gets eaten - chickens, pigs, cows.

Every time you see a leopard, its head is up is it not?

You don't see any leopard getting eaten do you?

## **Meetings - some basic rules**

1. Is the meeting really necessary?
2. Have an agenda, and a clear one
3. Set a time limit for items on the agenda
4. The agenda is a guide only - other matters may be more important on the day.
5. Prepare the agenda well in advance of the meeting
6. The most important items should be in the middle of the agenda
7. Use active listening and questioning
8. Do the people at the meeting really need to be there?
9. Use an effective chairperson.
10. How will voting be carried out?
11. Who has a casting vote?
12. Who has veto?
13. Start on time - finish on time.
14. Don't avoid conflict - get emotions and opinions out in the open.
15. Encourage involvement of all the people attending.
16. Control speakers - nominate speakers in order
17. Control strong speakers and protect weaker speakers
18. Use the meeting as a feedback, control and reinforcement tool.
19. Record the minutes and circulate them promptly.
20. To ensure a short meeting (say 15 minutes) why not have every body stand?

## **How to interview - some suggestions from a psychiatrist**

- **Before the interview know what you are looking for.**
- Prepare a list of features you are looking for.
- The interview begins the moment the other person walks in the door.
- Pay attention to your first impression.
- Ask yourself how you feel in the other person's presence.
- Ask yourself why you feel this way.
- Look at the other person's appearance.
- Consider their sense of style.
- Do they feel comfortable with their style or is it for impression?
- Is this person reaching or are they understated?
- If you are hiring someone to project the company image, every aspect of their appearance is important, including taste in clothes, firmness and dryness of handshake, confidence projected and tone of voice.
- Allow the other person to talk.
- Avoid dominating the interview, or setting rigid goals.
- Let it be the other person's interview.
- Be patient and take your time to discover the other person.
- Try to get an idea of the other person's thinking.
- The best way to make people feel comfortable is to respond positively every time they do well. Remember you are trying to see how the other person functions at their best.
- Some people don't function well under stress and any interview situation unnerves them. With such people, it is useful to bring up strengths in their resume.
- Look for something about the other person you like and mention it. Smile.
- Make positive comments like, 'yes, good, exactly, of course, I see and I agree', and act positively. Nod agreement. Be appreciative, sincere, and listen.
- Once the other person starts to talk, let him.
- Although it is natural to avoid conflict, should conflict occur, use it to discover something about the other person.
- Ask, 'What happened here?', and observe how the interviewee responds.
- Consider how this person makes you feel. Do you like being with them?
- What contribution do you think this person would make to the mood of the people around them?
- Ask yourself what it would be like to work with this person on a daily basis.
- Would it be depressing, inspiring, boring, a drain, or a privilege?
- What is the feeling the other person projects, optimism or defeat?
- Is this person really interested in their work?
- Do they have a strong sense of industry?
- Will they enhance the productivity of the workplace.
- Would you feel comfortable going to lunch with this person?
- Are they socially aware poised, and confident?
- Do you feel any embarrassment for them or being with them.
- The interview must be a valid reflection of the company behind it.
- It must have integrity, sincerity and honesty.

## Body Language

Clammy handshake	Nervousness
Steepling of hands	Confidence
Downcast eyes	Negative view
Face turned away	Negative view
Relaxed mouth, chin forward	Positive acceptance
Poker face	Holding something back
Mouth open	Shock, or intense concentration
Two people looking at each other more than 60% of the time	More interested in the other person than what they are saying
Rapid walk, arms swinging	Cocky, goal orientated
Walking with hands in pockets	Critical, secretive
Walking with hands on hips	Bursts of energy
Walking with hands behind back	Pre occupied
Open hands	Sincerity
Arms crossed	Defensive
Straddling a chair	Domineering
Crossed legs	Settlement less likely
Hand to cheek	Evaluation, deep thought
Body drawn back	Distant, critical
Hands behind head	Relaxed aggressiveness
Rubbing nose	Puzzlement
Hands closed in front	Self control
Head inclined	Interested
Locked ankles	Nervous, holding back feelings
Sitting back with legs crossed	Attracted, but unconvinced
Hand to back of neck	Frustration
Playing with tie, ring, etc.	Anxious, needs reassurance
Leaning forward	Ready to go

### It is generally accepted that:

- 55% of a negotiator's message is perceived non verbally.
- Only 7% depends on what is said.
- And 38% depends on how it is said.



## **Disengagement Interviews**

### **What do you do when people resign?**

**It is quite surprising how few organisations carry out 'debriefings' when people resign from their organisation.**

- ☐ Enlightened thinking suggests that this is an opportune time to gather valuable feedback about the organisation, its policies, goals and people.
- ☐ Some suggested questions for obtaining feedback might be:
  - ☐ What are your long term goals?
  - ☐ Why are you leaving at this time?
  - ☐ What did you most enjoy about working here?
  - ☐ What was disappointing about working here?
  - ☐ How do your family relate to your work?
  - ☐ Why did you choose to work here?
  - ☐ What does your new position offer, that outweigh those available here?
  - ☐ Was the training you received here of benefit to you?
  - ☐ How could our organisation have helped you more?
  - ☐ Are you disappointed in this organisation, and your achievements here?

### **CREATIVITY**

What are barriers to people embracing and engaging in creative activities?

### **HABIT**

We have always done it this way.

### **FEAR**

Why risk changing the status quo with the inherent risks of failure.

### **PREJUDICE**

Fear + ignorance = prejudice

'That would never work here, and, we just don't do things like that'.

### **INERTIA**

The best way of all to overcome creativity!

## **Negotiation**

**'Negotiate is what we do when the other side can hurt us', is an old adage veteran diplomats like to use.**

This implies negotiation as an exercise in relative power, in which one side tries to win as much as possible while minimising the risk of getting hurt.

This view implies there must be a winner and a loser, at least relatively.

How much each side wins or loses depends on its relative power and its skill in using this power, or threatening to use it, during negotiation.

People who try to resolve conflicts through the use of power often get the creativity of their opponents turned against them.

Consequently, what is seen as a win-lose confrontation (usually by both parties) frequently winds up as a lose-lose: neither party gets what it really needs.

Most of us see differences between us as problems to which we must apply our imagination to get our way.

If we could believe that conflict, when properly managed, can be an opportunity rather than a problem, and that outcomes favourable to both sides are possible, we might free ourselves from the mental tyranny of misusing power in negotiation.

### **CREATIVE NEGOTIATION: A WIN - WIN APPROACH**

More than ever before conflict must be resolved beneficially. Harmful behaviour needs to be confronted effectively and new and more satisfactory ways of sharing a broad range of resources negotiated.

- Conflicts of need arise naturally and can produce beneficial results.
- Negotiation can be more than a contest in relative power.
- Negotiation is a complex process that includes, but is not limited to bargaining.

### **THE UTILITY OF BARGAINING**

Bargaining is often legitimate, such as when a shopkeeper would rather sell for less than not at all, and the customer would be willing to buy if the price were right.

The two begin to bargain when the customer perceives that the price of the object is not fixed.

Bargaining is also useful when limited resources must be shared, and each party is striving to maximise its portion: the idea of splitting the difference may lead to a quick agreement that leaves everyone satisfied.

## **Creative Negotiation**

**Creative negotiating is a process whereby two or more parties meet and through artful discussion and creativity, confront a problem and arrive at an innovative solution that best meets the needs of all parties and secures their commitment to fulfilling the agreement reached.**

This includes bargaining, compromising or trading, techniques that may occur in negotiation but are not essential to it.

- ☐ Creative negotiating is a process whereby two or more parties.....
- ☐ .....whereby two or more parties meet.....
- ☐ .....and through artful discussion.....
- ☐ .....and creativity.....
- ☐ .....confront a problem.....
- ☐ .....and arrive at an innovative solution.....
- ☐ .....that best meets the needs of all parties.....
- ☐ .....and secures their commitment to fulfilling the agreement reached.

**The word *bargaining* is more or less synonymous with haggling.**

**It is usually used to describe a commercial transaction or a trade off: Union - Management talks being a good example.**

When competitiveness or suspicion pervades a relationship, when ideologies conflict, when the use of power threat are endemic, when the relationship is short term and formal, when haggling is expected and appropriate, or when impasse exists, bargaining may be the best way to settle an issue.

**Even Moses, when he came down from the mountain after getting the Ten Commandments, admitted to some negotiating.**

**He said, 'Well, we negotiated together.**

**I got him down to ten, but adultery is still in'.**

## **The Process of Negotiation**

- 1. Preparation and planning - do your homework ahead of time.**
- 2. Research the opponent or opposition.**
- 3. Familiarise yourself with the opponent's past behaviours, philosophy, speeches, viewpoints, writings, tactics, aspirations, successes and failures.**
- 4. Research the history of the conflict.**
- 5. What led up to these negotiations and what possible solutions are available?**
- 6. Researching the present conditions.**
- 7. Is a site visit appropriate?**
- 8. Formulating requirements.**
- 9. What do you need out of the negotiations?**
- 10. Assess motivations.**
- 11. Evaluate both yours and that of the other party.**
- 12. Consider time and timing.**
- 13. How much pressure will I be under to achieve an agreement?**
- 14. Should we finalise the matter later?**
- 15. Identify all the parties to the negotiations.**
- 16. Are there third parties or other people such as lawyers involved?**
- 17. Identify the power figures on the other side.**
- 18. Who are the decision makers, change agents, and those wishing to maintain the status quo?**
- 19. Determine the costs of a stalemate.**
- 20. What is the best alternative if my final offer is rejected?**
- 21. What is the best alternative?**
- 22. Choose strategy or tactics.**
- 23. What tactics best suit this situation?**

## The Negotiation Conference

**Pre-negotiation discussion.** This may be done to establish a relationship, to soften up the opponent, or to assess the potential problems involved in the negotiation. Seldom is anything critical discussed, as the purpose is to become acquainted amicably. The meeting can be held at each other's office or a neutral site. The goal is to create an informal, relaxed and friendly environment that will discourage tension and competitiveness and encourage co-operation and a willingness to solve problems.

**Opening the meeting, arrival and protocol.** The formal opening of the meeting and the presentation of the participants may establish rank, precedence, and other aspects of each party's relationship to its counterpart.

**Initial remarks.** This step primarily sets the tone of the conference. The remarks do not deal with matters of substance.

**Formalities.** Introductions, rituals, a statement of purpose, a charter, or a review of the background to the conference may come at this step.

**Statement of the problem.** The reasons for the negotiation are summarised in unequivocal words. This should be a step to a statement of the goals desired.

**Establishing ground rules.** Matters such as the use of facilities, seating arrangements, work schedules (hours, breaks, etc.) and support services can be discussed.

**Establishing the agenda.** This is vital. You must ensure that all the items you consider critical are on the agenda, or can be introduced at appropriate (or advantageous) or vital times.

**Discussion - give and take.** This includes not only bargaining, but all the activity of working out an agreement.

- This is the problem solving stage, the crux of the negotiation.
- This is where the art of negotiation, good or bad is displayed.

**Conclusion.** Agreements may be reached in stages, and there may several stages at which agreements are reached.

- Great care should be taken at this stage against any possible misconceptions.

**Developing an agreement.** This may vary between nodding of heads in agreement or the construction of a complex legal document.

**Review and adjustment.** A formal agreement may be examined for loopholes, ambiguous words or phrases etc.

**Ratification.** This can range between the parties saying 'okay', shaking hands or be far more complex and need some type of formal ratification.

5

## Case Studies

## Kingston Koo

Kingston Koo was a famous Chinese statesman and ambassador. He found, on more than one ambassadorial occasion, that Australians would note his ethnic features and make the assumption that he did not speak English very well. In the mid nineteen eighties he was in Australia, representing China at a Canberra Conference.

At a State Dinner during that time, he was seated beside a young woman who, having made her own assumption, turned to him and asked with a sweet friendly smile, "Likee soupee?"

Koo just nodded, for he had no intention of carrying on a conversation on this level of articulation. After dinner, he was asked to address the audience, which he did for ten minutes in flawless English.

When he returned to his seat, he turned to the young woman and asked, "Likee speechee?"

## COMMUNICATIONS

- **Did the boss say all clients should be killed immediately, or billed immediately?**
- **'I wish I had the time to do a Time Management course.'**
- **Message to deep sea diver: 'Surface at once. Ship is sinking.'**
- **If you don't know where you are going, any road will take you there.**
- **Where on earth did I put that book on how to get organised?**

SOME SIGNS we noticed in our travels

For the most efficient service,  
we recommend self service.

Full service at self service prices.

Conservative people are not necessarily stupid,  
But most stupid people are conservative.

LEAD, FOLLOW OR GET OUT OF THE WAY!

## **Communication in the work place**

You consider yourself a good communicator at work and your career path is proceeding to plan. Your superiors have recognised your talent and performance and you have recently been promoted to supervise a division of a retail operation.

The group of workers you have been delegated to supervise comprises 15 people, (8 females, 7 males), one of whom has been with the organisation for 9 years. This person has a strong, dominant personality and is looked up to by the others and is regarded by some of group as a 'natural leader'. Further the same person dominates conversation during tea breaks and on the shop floor as well and expresses strong opinions on a wide range of work and private matters.

Your predecessor continually had a good deal of trouble trying to get this person to 'toe the line', and was pleased when they were shifted sideways to a job where they would not have to supervise this person.

However, you are determined to change all this and to put your stamp of authority on this group of people in your new division. After asking your new group to change the way they perform an important daily work procedure - which has proved to be very effective in other branches of the organisation, you notice the group in obviously animated discussion, talking about your proposal.

Once again the person who the group regard as 'their natural leader' is having the most to say and controlling the discussion.

After lunch this person approaches you and informs you that the group has decided your proposed change will not work, and that they refuse to have anything to do with it.

What do you do then?

### **Does your communication emphasise the uniqueness of any given situation?**

#### **SOME EUPHEMISMS**

- We have seen a fairly rapid erosion of market pricing ...  
translation (we are losing money hand over fist).
- We are under recovering costs ...  
translation (we are losing money hand over fist).
- If you think you have the answer, the question was poorly phrased.

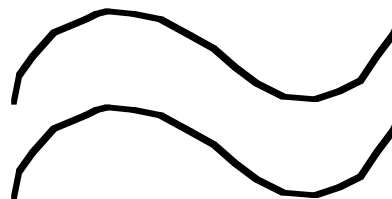
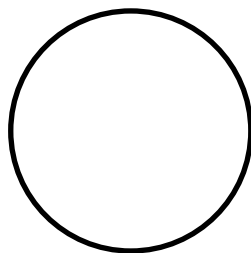
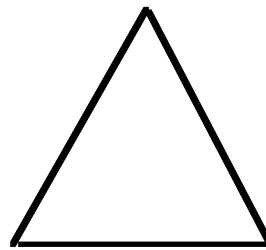
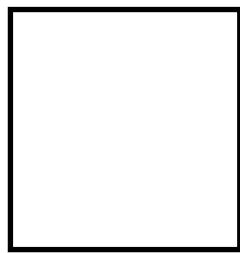


## Are you an effective sales person?

Try this quick test to identify your key strengths when making a sales presentation.

Choose the symbol which you feel represents your personality.

An immediate response is the best one.



### WHAT DOES IT MEAN?

#### **SQUARE**

Your approach to sales presentations is logical and methodical, though you sometimes lack sensitivity to the emotional needs of your customers.

#### **TRIANGLE**

Determination and persistence characterise your sales presentations, though you may be insufficiently flexible when identifying the extent of your business opportunities.

#### **CIRCLE**

Friendly and sociable, you have a natural talent for selling. With the squiggle, this is one of the two most popular choices for sales professionals. On the negative side you may not always be tough enough when closing the deal after an otherwise excellent sales presentation.

#### **SQUIGGLE**

You excel at motivating and inspiring others by your sales presentations. With the circle, this is one of the two most popular symbols for sales professionals, though you could find it hard to develop lasting relationships with your clients.

## Are you an effective Communicator?

Rate yourself with this simple test

Get some one else to rate you after you have done the test and compare.

IN A BUSINESS ENVIRONMENT, I AM USUALLY:

	<u>ALWAYS</u>			<u>NEVER</u>	
1. Assertive	1	2	3	4	5
2. Honest	1	2	3	4	5
3. Confident about myself	1	2	3	4	5
4. A believer in my company/ product/ service	1	2	3	4	5
5. Enthusiastic	1	2	3	4	5
6. Outgoing	1	2	3	4	5
7. Focused on my objective	1	2	3	4	5
8. Professional in my manner and dress	1	2	3	4	5
9. Have good body language, posture and expression	1	2	3	4	5
10. A good listener	1	2	3	4	5
11. Aware of my customer's needs and focus	1	2	3	4	5
12. Aware of any customer problem areas	1	2	3	4	5
13. Aware of the clients special requirements	1	2	3	4	5
14. Aware of the identity of the buyers' superior	1	2	3	4	5
15. Observing competitor activity	1	2	3	4	5
16. Perceptive - I hear what is not said as well as what is said	1	2	3	4	5
17. Thinking - what does my prospect really want to buy	1	2	3	4	5
18. Relaxed and alert	1	2	3	4	5
19. Able to restate my prospect's need accurately	1	2	3	4	5
20. Anticipating concerns / objections	1	2	3	4	5

### TOTAL

Scoring 1 = Always or yes

Scoring 2 = Usually

Scoring 3 = Sometimes

Scoring 4 = Rarely

Scoring 5 = Never or no

#### How did you fare?

A total of 20 - 40      excellent

A total of 41 -59      good

A total of 60 - 84      need work

A total of 85 - 100      Help!

**Some Communication questions**  
**Communicating the message in business**  
**Try these!**

- ❑ **Do large companies (500-1,000 people) use the same forms of internal and external communications as small (10-20 people) companies?**
- ❑ Why do some companies of almost identical size operating in similar businesses, manage to obtain more press coverage?
- ❑ **Your company wants to promote a new product it has developed. How would you go about it?**
- ❑ Your business has merged (you bought them out, for cash and shares) with a smaller complimentary business.
- ❑ How can you communicate the benefits of the merger to staff of both companies and the public?
- ❑ **What regular communications would a publicly listed company need to maintain with it's shareholders?**
- ❑ **How would they achieve this communication?**
- ❑ What communications would a business employing 45 people manufacturing and fabricating metal parts to order, need to have with their suppliers?
- ❑ **What is the most effective way for a manager to communicate production schedules to his staff?**
- ❑ Your employer has asked you to prepare a detailed report outlining the benefits to his company in buying a new machine tool.
- ❑ What issues would you address in your report?
- ❑ How could your report help in making the final decision?
- ❑ **Why is listening an important communication tool?**
- ❑ You are expected to conduct an interview with a prospective new supplier.
- ❑ What planning would you carry out before the interview?
- ❑ What planning would you carry out for an interview to discuss a supply problem with a major customer?
- ❑ **You have to form a team of 3 people and firm up a major sales proposal to an interstate customer.**
- ❑ **What issues would you think important?**
- ❑ **How would you deliver your presentation?**
- ❑ List and explain four means of automation used for communication in a business office environment.
- ❑ **What are the differences between formal and informal business communications?**
- ❑ **Which is the most effective?**

**Some Communication questions**  
**Communicating the message in business**  
**Try these!**

- ☐ **What non verbal behaviour would you expect from:**
  - an effective office administrator?
  - your subordinates
  - a sales person selling office equipment?
- ☐ **How could you deal with a person whose words and non verbal behaviour are at odds?**
- ☐ **Their behaviour might suggest anger, frustration or jealousy.**
- ☐ Self disclosure varies at different levels of business organisations.
- ☐ What standards might individuals use?
- ☐ What standards might small groups use?
- ☐ What standards might various cultures use?
- ☐ In your new position at work - a promotion - you are receiving a good deal of passive resistance from your new subordinates.
- ☐ How could you deal with this?
- ☐ In your new position at work - a major promotion- you are receiving a good deal of aggression from some of your peers.
- ☐ How could you deal with this?
- ☐ **In your new position at work - a promotion to sales manager- you are responsible for the performance of seven people. In your first full month in this position, three of your sales people sell more than they ever have. Two just miss out on achieving their budget and the other two present a problem with their lack of sales performance.**
- ☐ What positive feedback could you provide to these sales people:
- ☐ with record sales?
- ☐ sales just below budget?
- ☐ problem levels of sales?
- ☐ **Is oral communication more effective than written communication?**
- ☐ Is it possible for someone who died in 1793 to communicate with someone born in 1973?
- ☐ If you think so, give an example.
- ☐ What is the difference between the terms 'communication' and communicating'.
- ☐ What communication steps did you use to buy this book?

### **An Oral Communication Exercise**

**You are a senior manager of a large retail shop. You are required to set up a meeting with one of your subordinates.**

- ☐ Send (ENCODE) a verbal message to that person asking them to:
  - ☐ Attend a meeting at 10.45am.
  - ☐ Attend a meeting at 10am in your office.
  - ☐ Attend a meeting in the boardroom before they go home.
  - ☐ Attend a meeting first thing tomorrow morning in your office.
  - ☐ Attend a meeting first thing after lunch.
  - ☐ Attend a meeting immediately.
  - ☐ Attend a meeting when they are free.
  - ☐ Attend a meeting at a five star restaurant for lunch on Friday.
- 
- How will the person receiving your message DECODE it?
  - What NOISE (background signals, distortion, distractions, barriers, inferences) were there when they received (DECODED) your message?
  - Do all these requests for a meeting have the same background signals?
- 
- Which meeting would you prefer to attend? Why?
  - Which meeting would you least prefer to attend? Why?

### **NEW METHODS OF COMMUNICATION TO REPLACE OLD ONES**

- Transistors
- Satellites
- Micro chips
- Personal Computers
- LAN networks
- WAN networks
- Fax machines
- Email messages
- Internet
- Mobile phones
- Teleconferences

Do you remember telegrams, telexes and operator connected trunk (and even local) telephone calls?

## Some Communication Exercises

These exercises involve sending (ENCODING) a message to a receiver who will then DECODE the message.

When you write the message you will need to be aware of the impression the receiver will get when they first glance at, and then read your message.

What background signals, distractions and distortions (NOISE) will your letter give out? A good message should create positive FEEDBACK.

You will also need to be aware of AIDA when you write your message - getting the readers attention, and then creating interest, desire and action. Action in these cases is getting the reader to respond positively to your message.

Write a one page sales letter to a prospective customer outlining reasons why they should be doing business with your company.

Write a one page letter to a client asking for payment of the \$350 they have owed you for 3 months. When you write your letter bear in mind the signals and noise that the client will receive when they read your letter. Also bear in mind that you want to keep this client as a long term customer.

Write a one page letter to a supplier explaining why your organisation is no longer prepared to stock their #5 widget, because of constant quality problems. Bear in mind, however, that it is important that an on going, long term relationship is maintained with this supplier because the other products in their range are essential to the viability of your business.

Write a one page submission to a prospective client who has asked you to provide some details of how you would market a range of business training books similar to this one. If your submission is successful the prospective client will retain your marketing services on a contract basis for 2 years. You may need to address market segments, marketing mix (the four P's) and a range of sales methods to effectively market the product.

After the client has received this one page written submission from you, they are sufficiently impressed to ask you over to their board room to make a further verbal presentation. What would you say that you had not already covered in your written submission? What preparations would you make before you made your verbal pitch?

## **Lineal - creative thinking**

**What is the easiest way to add all the numbers from 1 to 9?**

**The logical way** would be to add 1 and 2, add that result to 3 and the next result to 4 and so on.

An alternative way is to add 1 to 9 (equalling 10).  
Then add 2 and 8, which also equal 10, as do 3 and 7, and 4 and 6.  
The four pairs therefore add up to 40.  
Add the middle figure, 5, and the correct answer, 45, is obtained.

**A second method** works just as well.

If you want to add all the numbers from 1 to 99.

$$1 + 99 = 100$$

$$2 + 98 = 100$$

$$49 + 51 = 100$$

That is 40 times 100, plus 50.

**Total 4,950**

### ***Some definitions***

#### **AN EXPERT**

Is someone who is called in at the last moment to share the blame.

#### **DOWNSIZING**

Making large numbers of workers redundant.

#### **GROSS NATIONAL PRODUCT**

Politician's measure of economic welfare.

#### **The INFORMATION SUPER HIGHWAY**

Embrace it, for it will transform our lives and the way we work more profoundly than we can imagine - and nothing will stop it.

*From FORTUNE 1995,  
an American business magazine*

## **Communication Basics in Business**

**Dale Carnegie, is well known as the writer of a book titled, *How to Win Friends and Influence People*, which has been read by millions of people over the past 40 years.**

The theme of his book is essentially that the way to success is through winning the co-operation of others.

Carnegie advised that the path to success resided in:

- 1) Making others feel more important through a sincere appreciation of their efforts.
- 2) Making a good first impression.
- 3) Winning people to your way of thinking by letting others do the talking, being sympathetic, and 'never telling a man he is wrong'.
- 4) Changing people by praising good traits and giving the offender the opportunity to save face.

## **A TAUTOLOGY**

- Deja vu all over again.

**Does your communication emphasise  
the uniqueness of any given situation?**

## **SOME OXYMORONS**

An oxymoron is a figure of speech in which ideas or terms are combined. Some examples:

- Dead grandmother's life of fear - from a newspaper story
- Deeply superficial
- Light heavyweight
- Negative growth
- New mediaeval song - used by a radio announcer when introducing a record
- Orderly chaos
- Public service
- Service station
- Half dead
- Painless Dentistry
- Political leadership
- Random order
- Serious fun



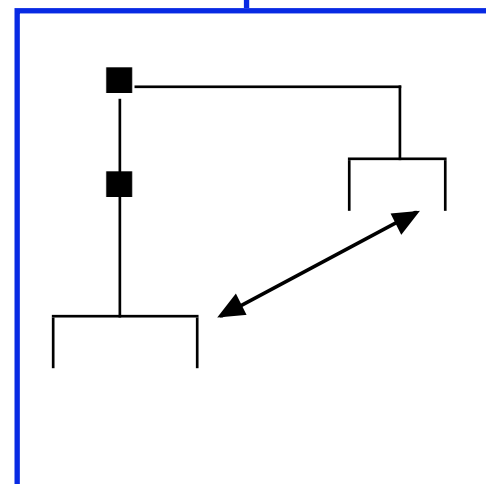
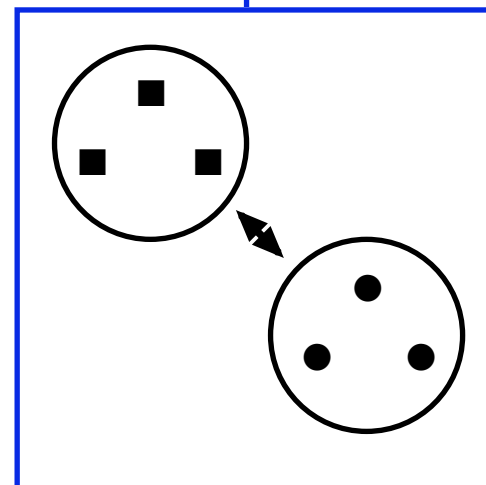
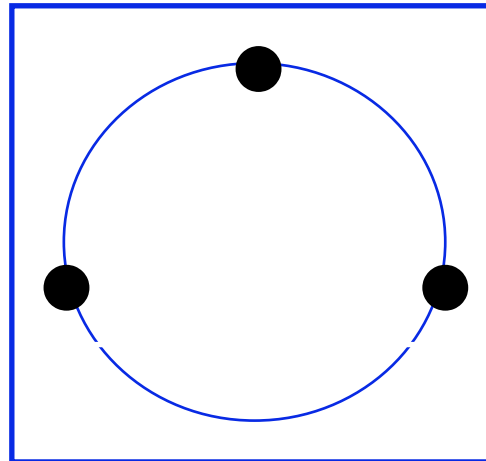
# Lateral Communication

Lateral communication usually follows the pattern of work flow in an organisation, occurring between members of work groups, between one work group and another, between members of different departments and between line and staff.

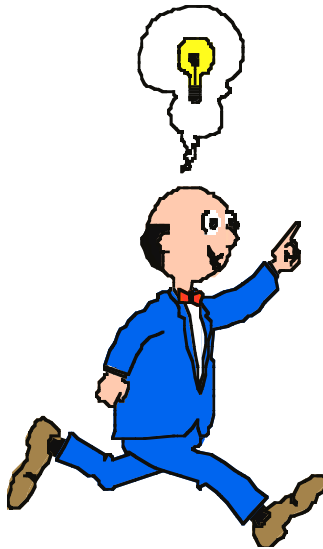
The main purpose of lateral communication is to provide a direct channel for organisational coordination and problem solving. In this way, it avoids the much slower procedure of directing communications through a common superior.

An added benefit of lateral communication is that it enables organisation members to form relationships with their peers. These relationships are an important part of employee satisfaction.

A significant amount of lateral communication occurs outside the chain of command. Such lateral communication often occurs with the knowledge, approval and encouragement of superiors who understand that lateral communication often relieves their communication burden and also reduces inaccuracy by putting relevant people in direct contact with each other.



## Lineal and lateral thinking



Late in the day at a manufacturing plant in the western suburbs of Sydney, the plant foreman cut a piece of scrap aluminium into a 250mm square.

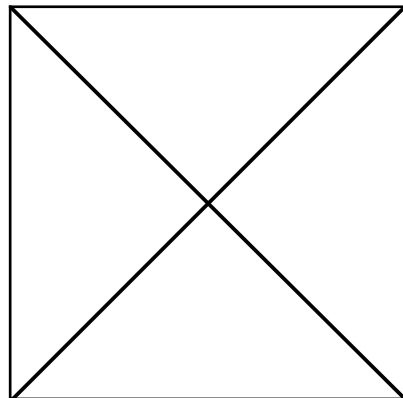
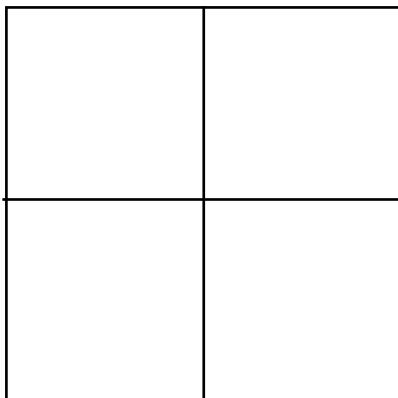
His years of experience on the shop floor had led him to believe that he could cut this 250mm square piece of material into **four pieces of identical shape and area, with no waste or left overs**, in a number of different ways. He decided to take the piece of material home with him that night and see how many different ways he could find to solve the problem. He was pleasantly surprised at the number of different solutions he came up with. Next day he showed some of his colleagues what he had done, and they did the same at home the next night, with even more solutions.

There are a number of ways of cutting a square piece of material into four pieces of identical shape and area, with no waste or left overs.

- LINEAL thinkers can usually come up with between 6 to 10 solutions.
- LATERAL thinkers claim that there are over 15 solutions to the problem, with hundreds of variations on each of these methods.

**Try it yourself and see how many solutions you can find!**

Two of the possible solutions are shown below.



## **Communication - Males and Females**

Candy Tymson writing in Management Today had this to say about communication between men and women.

‘Since the beginning of time, men and women have not understood each other. We are motivated by different things and have quite different needs. It has nothing to do whether or not we are equal - we simply communicate in different ways. With so many women now in senior positions and running successful companies, understanding the difference in business communication has become essential for both sexes.

Recently I heard some chief executives express frustration at their senior female executives. The managing director of a large food importer was complaining that his senior women have a tendency to come into his office, “dump’ all their problems and leave. “I pay them to solve problems, not give them back to me”, he says.

This is a typical example of the different way men and women operate. The woman is simply discussing the issues with him. She knows she needs to find the answers, but talking about it helps her to work out the solutions.

Next time you are in a business meeting with men and women, notice the dynamics. Basically there are two styles: the Information Style and the Relationship Style. The Information Style is often men’s chosen style. Talk is primarily meant to preserve independence and negotiate and maintain status. Women tend to use the Relationship Style.

Conversation is primarily about rapport; a way of establishing connections and negotiating relationships. Think about the different styles in use when a male and female manager are asked to make a decision. The woman tends to discuss it with others and seek their input and feedback before making a recommendation to senior management. She thinks it is important for everyone to feel they have contributed to the decision, therefore they will be more likely to support it.

In contrast the man usually makes the decision without any consultation, then makes the recommendation. He believes that seeking input is unnecessary. He is in charge, so he needs to make the decision.

Because of this, he is likely to think that the woman cannot make a decision on her own and needs to check with others first. Different approaches for different reasons. The female’s first priority is relationship, the male’s is status.

Women nodding during a conversation usually means “I understand what you are saying”. Men nodding in a discussion usually means “I agree with you”. Often problems arise when a man misinterprets a woman’s automatic rapport-building nodding as meaning that she is in agreement - when in fact she may not be.

Understanding the differences in business communication makes for a more productive, harmonious workplace. People communicate in different ways. Another style is not wrong - it is just different. Men and women can

profit enormously by learning to understand what is happening between them.

## Leadership Communication Styles

**Leaders have four basic styles of communication available to them. They should understand their basic style and work on improving aspects of their style that can help to adjust to different management situations.**

### **Excitement seekers - they ...**

- ask 'who'
- are high risk takers
- when mad become passive/aggressive
- are founders and creators
- are verbally articulate and wordy
- are enthusiastic
- are motivated by and like to have fun
- like to entertain
- desire to help people
- are often disorganised and jump from one activity to another
- are emotional and optimistic
- do not like effort
- are fickle listeners
- are problem solving oriented
- are original, imaginative and idealistic
- like involvement
- have good skills of persuasion
- are spontaneous
- dislike being alone
- exaggerate and generalise
- fear loss of social approval

### **Detail seekers - they ...**

- ask 'how'
- will ask questions about specific details
- measure your competency by how much time you spend on a project
- are sensitive and accurate
- are perfectionists
- concentrate on details
- check for accuracy
- follow directives and standards
- like structure and are critical thinkers
- comply with authority
- are cautious decision makers
- over rely on data collection
- like to be right
- rely on past performance to make decisions
- are fair, prudent and deliberate
- are logical, rational and objective
- are ordered and businesslike
- work slowly and precisely, alone and fear criticism

## **Leadership Communication Styles**

**Leaders have four basic styles of communication available to them. They should understand their basic style and work on improving aspects of their style that can help to adjust to different management situations.**

### **Results seekers - they ...**

- ask 'what' and 'when'
- tell others what to do
- have no feelings for others
- are risk takers
- play to win
- have a substantial ego
- are hard nosed
- are purposeful listeners
- are assertive
- like to be in control
- are cool and independent
- make statements
- have no tolerance for mistakes
- ignore the advice of others
- are highly competitive
- accept challenges
- desire change
- utilise facts to make decisions
- are pragmatic
- are confident
- dislike inaction
- fear being taken advantage of

### **Harmony seekers - they ...**

- ask 'why'
- are counsellor or mother types
- calm excited people
- are loyal, caring and possessive
- sit or stay in one place
- concentrate on tasks
- are slow decision makers
- fear loss of security and being wrong
- are maintainers of relationships
- own the world's problems
- do not like to take the initiative
- like people
- have patience and show warmth
- are excellent listeners
- dislike interpersonal conflict

## **Communicating with your team**

**Some suggestions for improving your communication with your team are listed below:**

- Show your attentiveness by facing the speaker directly.
- Show interest by maintaining eye contact with the speaker around 80% of the time.
- Avoid tuning out to prepare your response while the other person is speaking.
- Avoid prejudging the worthiness of the message based on the person's appearance, position, vocabulary or pronunciation.
- Listen primarily for the speaker's intent and what is important to them.
- Ask questions to clarify the speaker's meaning.
- Avoid interrupting the speaker.
- Encourage the speaker by smiling or nodding your head.
- Before answering, pause and consider the speaker's viewpoint and how to be tactful.
- Avoid trying to have the last word.
- Don't forget to use the appropriate tone of voice.
- And use appropriate body language - the way you look at others sends a message. Your gestures, facial expressions and posture should support your verbal message and encourage open communication.

**Good corporate leadership sounds easy. Joanne Painter, wrote in the Sydney Morning Herald that, "On paper, good corporate leadership sounds easy.**

Bad bosses are autocratic, hierarchical, inconsistent and non-intuitive. The sort of person who kicks heads and asks questions later.

Good bosses on the other hand, communicate clearly and are decisive, intelligent, visionary and fair. They are team players who use their position and power to let their people shine. And they are not afraid of technology, change or delegating.

But leadership is also about pleasing the board and placating shareholders, whose demands for short-term results do not always accord with long term vision and decision making.

Workers too, want new things of their bosses. They want leaders who motivate rather than dominate, who nourish the whole person and who embrace diversity of opinion, values, personality and learning styles."

## **Meetings**

### **Why do people resist meetings?**

- Meetings use more collective time to perform a simple task than any individual would use.
- Participation groups can be frustrating for those who don't get what they want.
- People may be forced to associate with colleagues they would rather avoid.
- Group work dissipates the glory any individual would have received for doing a good job.
- Committees can encourage controversy or conflict.
- Groups can make the simple complex. Hence the expression, "a camel is a horse designed by a committee."
- Committees are frequently used to postpone work or to avoid facing a controversial problem. (Let's delegate that to a committee)
- Meetings can put individuals on the spot by pressuring them to state opinions publicly.
- Groups can lessen personal accountability for work.
- Group assignments can foster unequal workloads that are a fertile ground for resentment and lowered morale.
- Meetings are often just plain boring, especially for those who already know the material being covered, or for those who operate at a higher pace than others.

### **Meetings and Teamthink**

- Teamwork at meetings can increase creativity.
- A team approach should synergise thought. Participants stimulate one another, so that the whole becomes far greater than the sum of the parts.
- Team work can reduce resistance to change by encouraging those who implement a program to feel allegiance to it. A good way to invite commitment is to ask for involvement in the planning of any project.
- Participation groups can be frustrating for those who don't get what they want.
- Spread workload so that more gets done.
- Improve planning. A critical group, with numerous viewpoints, is less likely to miss an important contingency than a person working alone.
- Foster more satisfying work relationships, as people get to work in a positive, productive manner with peers.



## What are Australians?

According to Hugh MacKay, in his book, **Australia Reinvented : The Mind and Mood of Australia in the 90s**, Australians are:

- **Very casual.** They don't tend to treat people differently even when there are great differences in age or social standing.
- **Direct.** They don't talk around things. To some foreigners, this may appear as abrupt or even rude behaviour.
- **Competitive.** Some foreigners may find Australians assertive or overbearing, particularly in sports.
- **Achievers.** They like to keep score, whether at work or play. They emphasise accomplishments, particularly in sports.
- **Independent and individualistic.** They place a high value on freedom and believe that individuals can shape and control their own destinies.
- **Questioners.** They ask a lot of questions, even to someone they have just met. Many of these questions seem pointless ('How ya doing, mate?') or personal (What da ya do fer a crust mate?').
- **Gamblers.** Australians will bet on almost anything, even on insect races - and you can bet on it.
- **Xenophobic.** Australians mistrust foreigners, particularly when the foreigners speak in their own language in front of Australians - seen as sign of rudeness and ignorance.
- **Australians value leisure.** They work to live, not live to work. Most effort is usually leisure oriented, even if material standards fall as a result.

## Assessing customer types

Who are difficult customers?

The main five types are:

1. Angry
2. Impatient
3. Intimidating
4. Timid
5. Talkative customers

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